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NASA
Policy
Directive

NPD 1000.3D

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COMPLIANCE IS MANDATORY

The NASA Organization

Responsible Office: Associate Administrator

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Preface

P.1 Purpose

This NASA Policy Directive (NPD) documents the NASA organization, defines terms, and sets forth the standards and requirements for establishing, modifying, and documenting the NASA organizational structure and for assigning organizational responsibilities. Specific duties of NASA officials are described in their official position descriptions rather than in this document.

P.2 Applicability

This NPD is applicable to NASA Headquarters, NASA Centers, and NASA's Component Facilities. It also applies to the Inspector General (IG), except in so far as it contravenes the requirements of the IG Act (Public Law 95-452), as amended (5 U.S.C. Appendix).

P.3 Authority

42 U.S.C. 2473 (c) (1), Section 203(c) (1) of the National Aeronautics and Space Act of 1958, as amended.

P.4 References

- a. NPD 1000.0, NASA Governance and Strategic Management Handbook.
- b. NPD 1001.0, NASA Strategic Plan.

P.5 Cancellation

NPD 1000.3C, NASA Organization, dated February 15, 2007.

/S/
Michael D. Griffin
Administrator

Chapter 1: General Provisions

1.1 Organizational Standards

1.1.1 The Administrator decides the overall mission and organizational structure of the Agency.

1.1.2 The Deputy Administrator approves changes to mission statements and organizational charts for the Office of the Administrator, the Office of the Inspector General, and the Mission Support Offices (except those offices reporting to the Associate Administrator).

1.1.3 The Associate Administrator approves changes to mission statements and organizational charts for the Office of Safety and Mission Assurance, the Office of the Chief Engineer, the Innovative Partnerships Program Office, the Office of Program Analysis and Evaluation, the Office of Program and Institutional Integration, the Mission Directorates, and the Centers.

1.1.4 Changes to mission statements and organizational charts for Technical and Service Support Centers will be approved by the Deputy Administrator or the Associate Administrator, depending on the Centers' reporting structure.

1.1.5 The Officials-in-Charge of Headquarters Offices (OICs) and Center Directors will approve their mission statements and organizational structures below the level shown on the organizational charts identified in Chapters 4 and 5. The corresponding organizational charts will be maintained by the OIC or Center Director.

1.1.6 Organizational processes, such as ad hoc or temporary advisory groups or positions, will not be identified on the organizational charts. Special working relationships with other organizations will be described in the Special Relationships paragraph of the mission statement but not shown on the organizational chart.

1.1.7 Affected parties, including congressional committees, employees, officially recognized employee unions, suppliers, customers, and supporting organizations should be notified of significant aspects of the organizational change process.

1.2 Terms

1.2.1 INSTALLATIONS:

1.2.1.1 Headquarters is composed of the following:

a. Office of the Administrator. This term includes the following officials:

(1) Administrator.

(2) Deputy Administrator.

(3) Associate Administrator.

(4) Chief of Staff.

(5) Associate Deputy Administrator.

(6) Assistant Associate Administrator.

(7) White House Liaison.

b. Mission Directorate: A primary implementer of a NASA mission area. Each Mission Directorate is led by an Associate Administrator who leads their respective mission area. Listed in the order they appear on the NASA organizational chart, the current Mission Directorates are as follows:

(1) Aeronautics Research Mission Directorate.

(2) Exploration Systems Mission Directorate.

(3) Science Mission Directorate.

(4) Space Operations Mission Directorate.

c. Mission Support Office. Headquarters organizations that establish and disseminate policy and leadership strategies within assigned areas of responsibility in support of all NASA programs and activities. Listed in the order they appear on the NASA organization chart, the current Mission Support Offices are as follows:

(1) Office of the Chief Engineer.

(2) Office of Safety and Mission Assurance.

(3) Office of Program Analysis and Evaluation.

(4) Office of the Chief Financial Officer.

(5) Office of the Chief Health and Medical Officer.

(6) Office of the Chief Information Officer.

(7) Office of External Relations.

(8) Office of the General Counsel.

(9) Innovative Partnerships Program Office.

(10) Office of Institutions and Management.

(11) Office of Program and Institutional Integration.

(12) Office of Security and Program Protection.

(13) Office of the Chief of Strategic Communications.

d. Functional Support Office. Offices that provide functional support to the Agency through their respective Mission Support Offices. Listed in the order they appear on the NASA organizational chart, the current Functional Support Offices are as follows:

(1) Office of Budget Management and Systems Support.

(2) Office of Diversity and Equal Opportunity.

(3) Office of Headquarters Operations.

(4) Office of Human Capital Management.

(5) Office of Infrastructure.

(6) Office of Internal Controls and Management Systems.

- (7) Office of Procurement.
- (8) Office of Small Business Programs.
- (9) Office of Education.
- (10) Office of Legislative and Intergovernmental Affairs.
- (11) Office of Public Affairs.

e. Office of Inspector General.

1.2.1.2 Centers. Primary NASA Field entities, each led by a Center Director. Some Centers have Component Facilities that may be geographically separated from the parent Center. Such Facilities are led by a Manager or Head who reports to the parent Center official.

- a. Ames Research Center (ARC).
- b. Dryden Flight Research Center (DFRC).
- c. John H. Glenn Research Center (GRC) at Lewis Field.
- d. Goddard Space Flight Center (GSFC).
- e. Lyndon B. Johnson Space Center (JSC).
- f. John F. Kennedy Space Center (KSC).
- g. Langley Research Center (LaRC).
- h. George C. Marshall Space Flight Center (MSFC).
- i. John C. Stennis Space Center (SSC).

1.2.1.3 Component Facilities. NASA Installations, with their Component Facilities annotated, are as follows:

- a. Deep Space Network - Goldstone, CA; Canberra, Australia; and Madrid, Spain; (Jet Propulsion Laboratory).
- b. Downey Facility (DF) (OPII).
- c. Ground Network at KSC (GSFC).
- d. Michoud Assembly Facility (MAF) (MSFC).
- e. NASA Management Office (NMO)/Jet Propulsion Laboratory).
- f. Plum Brook Station (PBS) (GRC).
- g. Space Network (White Sands, NM) (GSFC).
- h. Wallops Flight Facility (WFF) (GSFC).
- i. White Sands Test Facility (WSTF) (JSC).

1.2.1.4 Jet Propulsion Laboratory (JPL). A Government-Owned Contractor-Operated facility (GOCO) that is a Federally Funded Research and Development Center (FFRDC) under the terms of a contract with the California Institute of Technology (CalTech).

1.2.1.5 Technical and Service Support Centers. Technical and Service Support Centers provide

specialized technical and administrative expertise and support for the following NASA programs, projects, and operations:

- a. NASA Engineering and Safety Center (NESC).
- b. NASA Shared Services Center (NSSC).
- c. NASA Safety Center (NSC).
- d. Independent Verification and Validation Facility (IV&V).

1.2.2 Officials-in-Charge (OIC) of Headquarters Offices. Headquarters Senior Management officials who work in the Office of the Administrator, or lead Mission Directorates or Mission Support Offices. Listed in the order they appear on the OIC distribution list, the OICs are as follows:

- a. Deputy Administrator.
- b. Associate Administrator.
- c. Chief of Staff.
- d. Associate Deputy Administrator.
- e. Assistant Associate Administrator.
- f. White House Liaison.
- g. Assistant Administrator for External Relations.
- h. Assistant Administrator for Security and Program Protection.
- i. Associate Administrator for Aeronautics Research Mission Directorate.
- j. Associate Administrator for Exploration Systems Mission Directorate.
- k. Associate Administrator for Institutions and Management.
- l. Associate Administrator for Program Analysis and Evaluation.
- m. Associate Administrator for Science Mission Directorate.
- n. Associate Administrator for Space Operations Mission Directorate.
- o. Chief Engineer.
- p. Chief Financial Officer.
- q. Chief Health and Medical Officer.
- r. Chief Information Officer.
- s. Chief, Safety and Mission Assurance.
- t. Chief of Strategic Communications.
- u. Director, Innovative Partnerships Program Office.
- v. Director, Program and Institutional Integration.
- w. General Counsel.

x. Inspector General.

1.3 Line of Succession

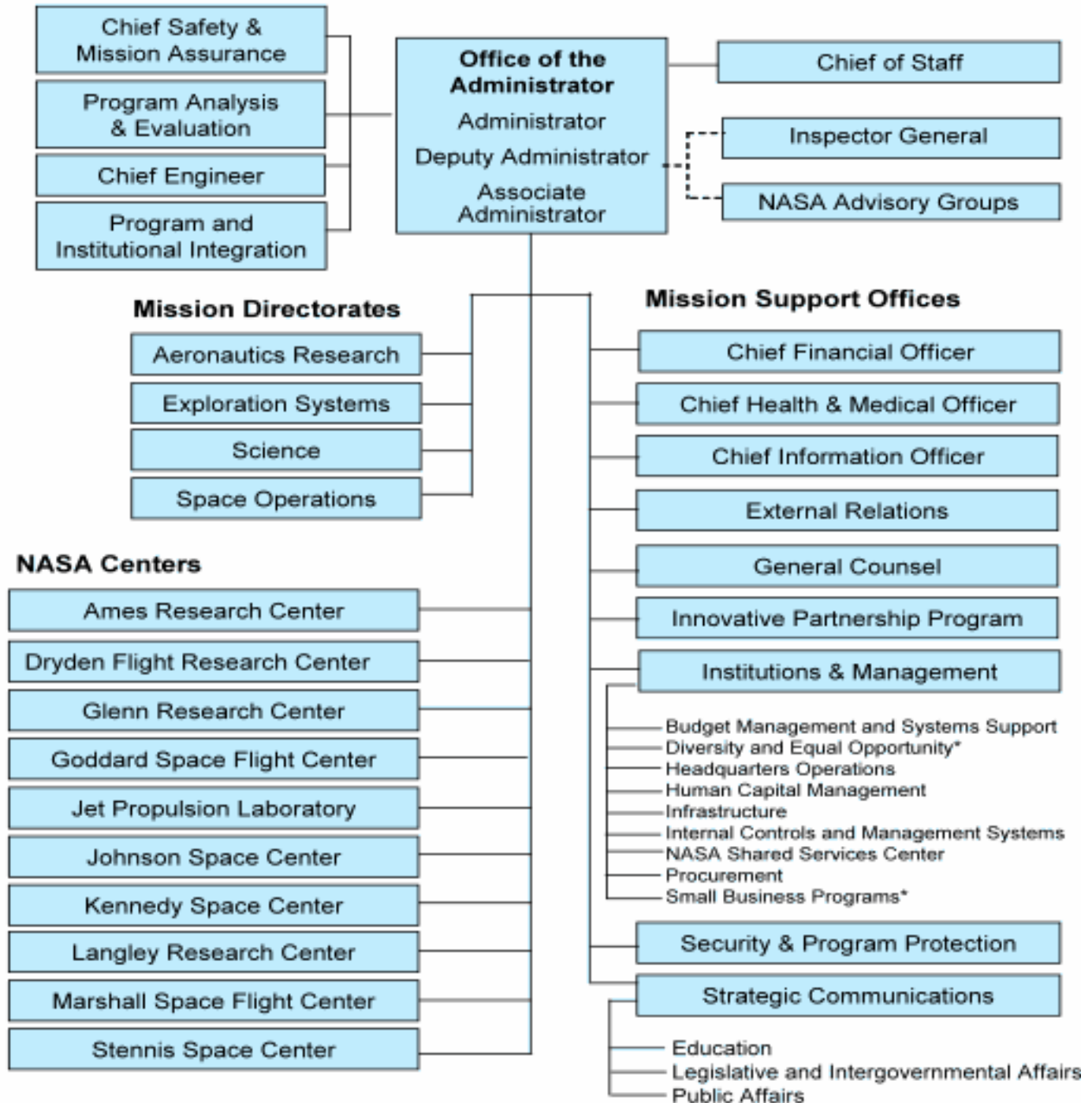
In the following order: Deputy Administrator; Associate Administrator; Chief of Staff. The process for designating an Acting Administrator is set forth at 5 U.S.C. 3345 et. seq.

1.3.1 Under Section 202(b) of the Space Act, the Deputy Administrator shall act for, and exercise the powers of, the Administrator during his or her absence or disability. In the event that the office of the Administrator becomes vacant, the Deputy Administrator shall serve as Acting Administrator immediately and automatically upon occurrence of the vacancy up to the appointment of a new Administrator, Presidential action under the Vacancies Reform Act, 5 U.S.C. 3345, or the expiration of authority under the Vacancies Reform Act. If both the Offices of the Administrator and Deputy Administrator are vacant, or if the Office of the Administrator is vacant and authority for the Deputy Administrator to serve under the Vacancies Reform Act has expired, no individual can serve as the Acting Administrator without Presidential action unless otherwise authorized by law. However, in that event, all authorities of the Administrator that may be legally delegated are delegated to the incumbent official in the following order of precedence: Deputy Administrator; Associate Administrator; Chief of Staff; Center Director for Johnson Space Flight Center; Center Director for Kennedy Space Center; and Center Director for Marshall Space Flight Center. In consultation with the General Counsel, such official exercising authority under this delegation shall also request Presidential action for the appointment of an Acting Administrator.

1.3.2 OICs of Headquarters Offices and Center Directors: Whenever an OIC or Center Director is unable to perform assigned duties, the permanently assigned incumbents of the positions listed in the Line of Succession of each mission statement (Chapters 4 and 5) are authorized to serve, in the order listed, in an acting capacity for the OIC or Center Director and to carry out all functions, powers, and duties of such position except the duty of the OIC or the Center Director to succeed to any other NASA position, pursuant to laws and emergency authorities.

2.1 The Official Agency-Level Organization Chart

National Aeronautics and Space Administration



* In accordance with law or regulation, the offices of Diversity and Equal Opportunity and Small Business Programs maintain reporting relationships to the Administrator and Deputy Administrator.

Reserved

Chapter 4: Mission Statements and Organizational Charts for Headquarters Offices

4.1 Office of The Administrator

4.1.1 MISSION. This office provides overall leadership, planning, policy direction, management, and coordination for all NASA activities.

4.1.2 OVERALL RESPONSIBILITIES.

4.1.2.1 The Administrator leads the Agency and is accountable to the President for all aspects of the Agency's mission, including establishing and articulating the Agency's vision and strategic priorities and ensuring successful implementation of supporting policies, programs, and performance assessments. The Administrator performs all necessary functions to govern NASA operations and exercises the powers vested in NASA by law.

4.1.2.2 The Deputy Administrator is responsible to the Administrator for providing overall leadership, planning, and policy direction for the Agency. The Deputy Administrator performs the duties and exercises the powers delegated by the Administrator, assists the Administrator in making final Agency decisions, and acts for the Administrator in his or her absence by performing all necessary functions to govern NASA operations and exercise the powers vested in the Agency by law.

The Deputy Administrator articulates the Agency's vision and represents NASA to the Executive Office of the President, Congress, heads of Federal and other appropriate Government agencies, international organizations, and external organizations and communities.

4.1.2.3 The Associate Administrator reports to the Deputy Administrator and the Administrator and is responsible for integrating the technical and programmatic elements of the Agency. The Associate Administrator oversees the Agency's programs through the Mission Directorates, Field Centers, and Headquarters technical mission support offices, to include the Office of Safety and Mission Assurance and the Office of the Chief Engineer.

The Associate Administrator performs the duties and exercises the powers delegated by the Administrator and acts for the Administrator in the absence of the Administrator and Deputy Administrator.

The Associate Administrator oversees the planning, directing, organization, and control of the day-to-day Agency technical and programmatic operations, including establishing controls over Agency activities, providing a means for evaluating mission accomplishments, and correcting deficiencies. In addition, the Associate Administrator provides institutional management, programmatic oversight, and performance evaluation of the Mission Directorates, Field Centers, and Technical Mission Support Offices.

4.1.2.4 The Chief of Staff is responsible for overseeing the implementation of NASA's mission and functional support programs and for coordinating cross-mission programs and activities to ensure that the strategic goals and objectives established by the Administrator and Deputy Administrator are achieved. The Chief of Staff is responsible for the management of initiatives, programs, and policies in critical areas of concern to the Administrator and Deputy Administrator. The Chief of Staff directs the Office of the Administrator.

4.1.3 SPECIAL RELATIONSHIPS.

4.1.3.1 The Administrator chairs the Strategic Management Council.

4.1.3.2 The Deputy Administrator chairs the Operations Management Council and is the alternate Chair for the Strategic Management Council.

4.1.3.3 The Associate Administrator chairs the Program Management Council.

4.1.3.4 The Chief of Staff is the alternate Chair for the Operations Management Council.

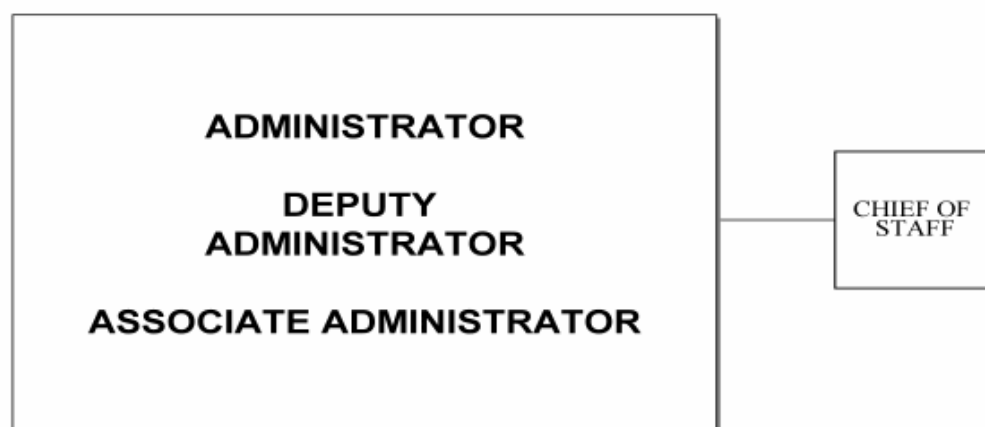
4.1.4 LINE OF SUCCESSION: In the following order: Deputy Administrator; Associate Administrator; Chief of Staff. The process for designating an Acting Administrator is set forth at 5 U.S.C. 3345 et. seq.

4.1.4.1 Under Section 202(b) of the Space Act, the Deputy Administrator shall act for, and exercise the powers of the Administrator during his or her absence or disability. In the event that the Office of the Administrator becomes vacant,

the Deputy Administrator shall serve as Acting Administrator immediately and automatically upon occurrence of the vacancy up to the appointment of a new Administrator, Presidential action under the Vacancies Reform Act, 5 U.S.C. 3345, or the expiration of authority under the Vacancies Reform Act. If both the Offices of the Administrator and Deputy Administrator are vacant, or if the Office of the Administrator is vacant and authority for the Deputy Administrator to serve under the Vacancies Reform Act has expired, no individual can serve as the Acting Administrator without Presidential action unless otherwise authorized by law. However, in that event, all authorities of the Administrator that may be legally delegated are delegated to the incumbent official in the following order of precedence: Deputy Administrator; Associate Administrator; Chief of Staff; Center Director for Johnson Space Flight Center; Center Director for Kennedy Space Center; and Center Director for Marshall Space Flight Center. In consultation with the General Counsel, such official exercising authority under this delegation shall also request Presidential action for the appointment of an Acting Administrator.

4.1.5 DELEGATION AND REDELEGATION: Except as may be specified in laws, regulations, or directives, OICs and Center Directors have full authority to carry out the responsibilities of their offices, and they may redelegate this authority as deemed appropriate.

Office of the Administrator



4.2 Exploration Systems Mission Directorate

4.2.1 MISSION. The Exploration Systems Mission Directorate (ESMD) is responsible for developing new capabilities and supporting technologies that enable sustained and affordable human and lunar robotic exploration.

4.2.2 OVERALL RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators (AAs) report to the NASA Associate Administrator. Mission Directorate AAs are responsible for managing the directorate's program portfolio and are accountable for mission safety and success for the programs and projects assigned to them. Mission Directorate AAs define, fund, evaluate, and oversee the implementation of NASA programs and projects to ensure their outcomes meet schedule and cost constraints. They establish and maintain the directorate's strategy to meet Agency goals, mission architecture, top-level requirements, schedules, and budgets. Mission Directorate AAs and program and project managers have the ultimate responsibility for mission success in accordance with governing requirements.

4.2.2.1 Specifically, the Associate Administrator for the Exploration Systems Mission Directorate:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Provides guidance to the strategic acquisition process and oversees implementation of decisions from that process.

- c. Collaborates with other Mission Directorates and Centers to accomplish the Agency's objectives.
- d. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- e. Manages the development of the ESMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- f. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- g. Oversees ESMD reporting as required by Congress, the Office of Management and Budget, and other external bodies.
- h. Coordinates ESMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- i. Represents NASA and ESMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.
- j. Coordinates all international partnership arrangements with the Office of External Relations.
- k. Oversees mechanisms to promote innovative modes of participation in ESMD programs, such as commercial crew and cargo transportation.
- l. Oversees the creation of a suite of new capabilities, called Constellation Systems, that enable human exploration of the Moon, Mars, and beyond. Constellation Systems include a crew exploration vehicle, transportation systems, lunar and planetary body exploration systems, in-space support systems, and ground-based support systems.
- m. Oversees the development of technologies targeted for incorporation within the new capabilities of Constellation Systems that will enable sustained and affordable human and robotic exploration.
- n. Supports the development of potential robotic missions to the Moon, including orbiting and landing spacecraft.

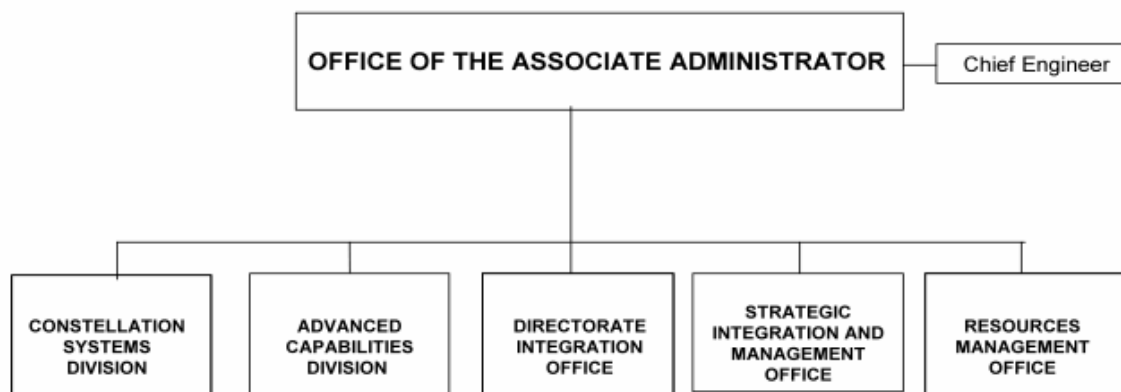
4.2.3 SPECIAL RELATIONSHIPS.

4.2.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

4.2.3.2 ESMD and the Space Operations Mission Directorate (SOMD) jointly conduct a Joint Integration Control Board (JICB) and the Transition Control Board (TCB) to ensure successful integration of development with operations in support of the exploration architecture, and operate within an integrated budget plan.

4.2.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator; Director of the Constellation Systems Division; and Director of the Strategic Integration and Management Office.

EXPLORATION SYSTEMS MISSION DIRECTORATE



4.3 Space Operations Mission Directorate

4.3.1 MISSION. The Space Operations Mission Directorate (SOMD) is responsible for NASA space operations related to exploration in and beyond low-Earth orbit with special emphasis on human activities in space. SOMD is responsible for Agency leadership and management of NASA space operations related to launch services, space transportation, space stations and outposts, space communications and navigation, and rocket propulsion test in support of human and robotic exploration requirements.

4.3.2 OVERALL RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators (AAs) report to the NASA Associate Administrator. Mission Directorate AAs are responsible for managing the directorate's program portfolio and are accountable for mission safety and success for the programs and projects assigned to them. Mission Directorate AAs define, fund, evaluate, and oversee the implementation of NASA programs and projects to ensure their outcomes meet schedule and cost constraints. They establish and maintain the directorate's strategy to meet Agency goals, mission architecture, top-level requirements, schedules, and budgets. Mission Directorate AAs and program and project managers have the ultimate responsibility for mission success in accordance with governing requirements.

4.3.2.1 Specifically, the Associate Administrator for the Space Operations Mission Directorate:

- a. Develops and implements plans that address the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Provides guidance to the strategic acquisition process and oversees implementation of decisions from that process.
- c. Collaborates with other Mission Directorates and Centers to accomplish the Agency's objectives.
- d. Coordinates SOMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- e. Manages the development of the SOMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- f. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- g. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- h. Oversees SOMD reporting as required by Congress, the Office of Management and Budget, and other external bodies.
- i. Represents NASA and SOMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award

of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.

j. Coordinates all international partnership arrangements with the Office of External Relations.

k. Provides current operational human exploration activities for the Space Shuttle and International Space Station (ISS) programs.

l. Manages integrated Agency space communications and navigation services and requirements as a program, in coordination with other Mission Directorates.

4.3.2.2 Carries out the responsibilities of 4.3.2.1 with regard to the following:

a. The safe and effective operation of the Space Shuttle and improvements in Space Shuttle capabilities necessary to complete assembly of the ISS.

b. The safe and effective operation of lunar outposts, including operational enhancements and integrated utilization activities.

c. The development of a safe and effective ISS Program, including operating as a national laboratory and working closely with international partners to define operational concepts and establish operational capabilities.

d. The acquisition, management, and certification of reliable and cost-effective services from existing and emerging private sector and/or Department of Defense suppliers as necessary to ensure access to space for civil missions including robotic and human space exploration requirements.

e. The development, acquisition, and management of reliable and cost-effective communications and navigation services to meet NASA and other Government requirements for human and robotic space exploration programs.

f. The establishment and management of radio telecommunications spectrum utilization in support of all NASA human and robotic space exploration and aeronautics research programs.

g. The conduct of technology and advanced developmental activities in cooperation and coordination with other Mission Directorates to enhance operational capabilities and cost effectiveness of the space operations program and to develop a basis for future programs.

h. The management of flight crew health and safety to include: operational research requirements, integration of human systems and environments to include extravehicular and intravehicular activity advanced development, health care delivery and crew protection, and participation of crewmembers in on-orbit research.

i. The establishment and integration of efficient and cost-effective rocket propulsion testing services.

j. The development of transition plans for disposition of residual Space Shuttle assets and plans for safe retirement of the Space Shuttle, safe Shuttle termination, and integrated efficiencies in the evolution to new space operations architecture.

k. The determination of appropriate SOMD policies, procedures, and relationships to advance the coordination of space operations with ESMD.

4.3.2.3 Functional responsibility for flight planning, which entails addressing user space launch requirements and priorities, ensuring compliance with Agency launch services risk mitigation and vehicle assignment policy, and approving official contractual launch dates.

4.3.3 SPECIAL RELATIONSHIPS.

4.3.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

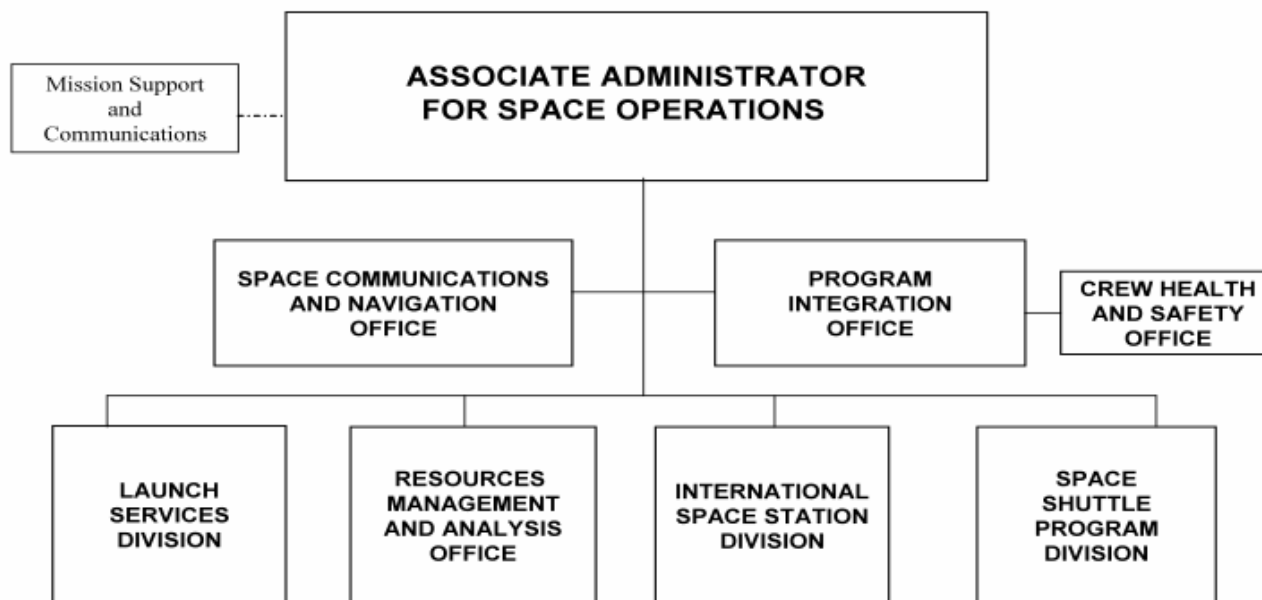
4.3.3.2 The ISS and Space Shuttle program implementation is executed by the program managers reporting to the Associate Administrator for SOMD and is performed primarily at JSC, KSC, MSFC, and SSC. The Launch Services Program is responsible for enabling access to space for NASA and other select Government missions, providing safe, reliable, cost-effective, on schedule processing, advanced analysis, integration, and launch services for NASA and NASA-sponsored payloads seeking launch on Expendable Launch Vehicles. Residing at the John F. Kennedy Space Center, the program receives support from MSFC and SSC as well as other NASA Centers as warranted. The program is executed by the program manager reporting to the NASA Assistant Associate Administrator (AAA) for Launch Services. The Launch Services Flight Planning Board (FPB) provides a forum for addressing NASA orbital space launch requirements, issues, and priorities for all NASA missions and NASA-sponsored payloads seeking launch on

commercial Expendable Launch Vehicles. The Board is chaired by the AAA for Launch Services and is comprised of membership from SOMD, Science Mission Directorate (SMD), ESMD, the NASA Chief Engineer, the Chief, Safety and Mission Assurance, and Education. The Rocket Propulsion Test (RPT) Program provides the program management structure necessary for ensuring core capability for rocket propulsion testing and is NASA's authority for rocket propulsion assignments. The program is executed by the program manager reporting to the NASA AAA for Launch Services and resides at SSC with support from MSFC, GRC/Plum Brook Station, and JSC/White Sands Test Facility. The National Rocket Propulsion Test Alliance, formed by an agreement between NASA and the Department of Defense, works to shape the government's RPT capability to efficiently meet national test needs through intra and interagency cooperation. The Space Communications and Navigation program implementation is executed by project managers reporting to SOMD program managers at NASA Headquarters who manage the Space Network, Near Earth Network, and Deep Space Network. The work is performed primarily at GSFC, JPL, GRC, and MSFC. Management of these networks is conducted by the Space Communications Board of Directors, which is chaired by the Deputy Associate Administrator for Space Communications and Navigation. SOMD and ESMD jointly conduct a Joint Integration Control Board (JICB) and the Transition Control Board (TCB) to ensure successful integration of development with operations in support of the exploration architecture, and operate within an integrated budget plan.

4.3.3.3 Serves as the Agency spectrum manager in accordance with NPD 2570.5D.

4.3.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator for Space Operations; Deputy Associate Administrator for Program Integration; Deputy Associate Administrator for Space Communications and Navigation.

SPACE OPERATIONS MISSION DIRECTORATE



4.4 Science Mission Directorate

4.4.1 MISSION. The Science Mission Directorate (SMD) carries out the scientific exploration of Earth and space to expand the frontiers of Earth science, heliophysics, planetary science, and astrophysics. Through a variety of robotic observatory and explorer craft and through sponsored research, the directorate provides virtual human access to the farthest reaches of space and time, as well as practical information about changes on our home planet.

4.4.2 OVERALL RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators (AAs) report to the NASA Associate Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission-area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Flight programs and projects are selected by Mission Directorate AAs and are delegated to the Centers to execute.

4.4.2.1 Specifically, the Associate Administrator for the Science Mission Directorate:

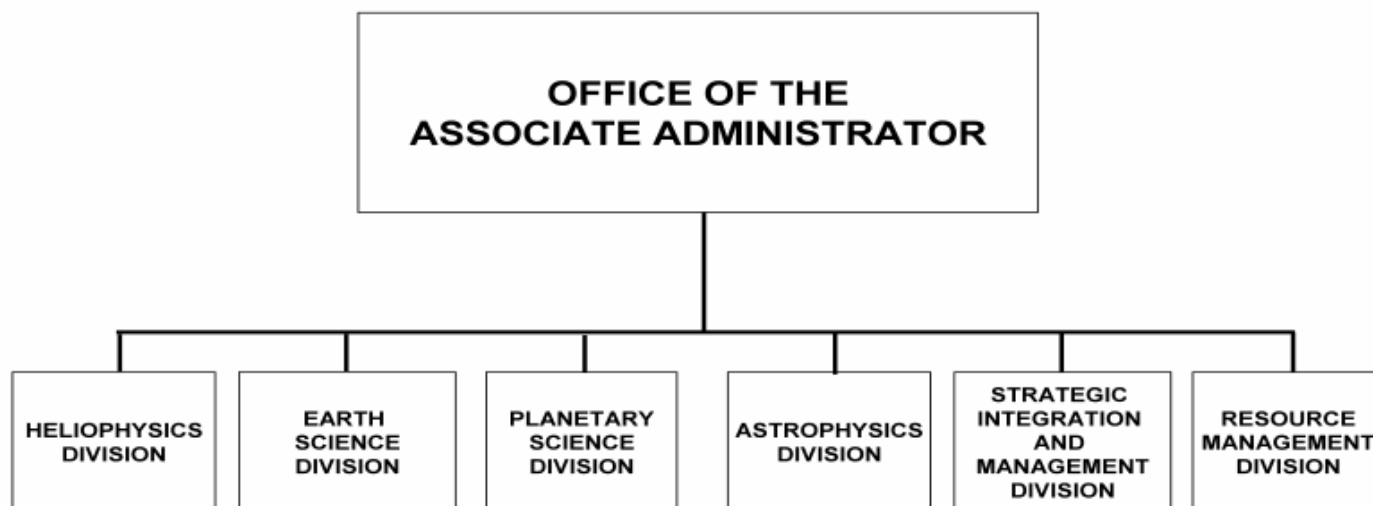
- a. Engages the external and internal science community via the National Research Council and science advisory groups to define and prioritize science questions that NASA should pursue in light of United States Space Exploration Policy and NASA's mission.
- b. Provides scientific results and priorities to enable and help guide United States Space Exploration Policy and NASA's mission and exploits such capabilities for discovery where appropriate.
- c. Develops and implements plans that address the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- d. Collaborates with other Mission Directorates and Centers to accomplish the Agency's objectives.
- e. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- f. Sponsors research by academia, NASA Centers, other Federal research centers, industry, and others selected through open, competitive solicitations.
- g. Develops and/or leverages advanced technologies to meet science mission requirements and enables new scientific endeavors.
- h. Manages the development of the SMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- i. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- j. Oversees SMD reporting as required by Congress, the Office of Management and Budget, and other external bodies.
- k. Coordinates SMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- l. Coordinates all international partnership arrangements with the Office of External Relations.
- m. Extends the benefits of NASA science, technology, and information to the Nation through partnerships with other Federal agencies and other organizations relied upon by decision makers and citizens.
- n. Represents NASA and SMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- o. Ensures that data and information from NASA science missions are openly available and accessible in a timely and affordable manner.
- p. Conducts educational and public outreach programs to enhance the Nation's return on its investment in NASA, as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.
- q. Provides overall institutional management, policy programmatic oversight, and performance evaluation for the directorate.

4.4.3 SPECIAL RELATIONSHIPS.

4.3.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Operations Management Council (OMC), and Program Management Council (PMC).

4.4.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator; Deputy Associate Administrator for Programs; and Deputy Associate Administrator for Management.

Science Mission Directorate



4.5 Aeronautics Research Mission Directorate

4.5.1 MISSION. The Aeronautics Research Mission Directorate (ARMD) conducts research and technology activities to develop the knowledge, tools, and technologies to support the development of future air and space vehicles and to support the transformation of the Nation's air transportation system. ARMD's programs focus on cutting-edge, fundamental research in traditional aeronautical disciplines, as well as emerging fields with promising applications to aeronautics.

4.5.2 OVERALL RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators (AAs) report to the NASA Associate Administrator. Mission Directorate AAs are responsible for managing the directorate's program portfolio and are accountable for mission safety and success for the programs and projects assigned to them. Mission Directorate AAs define, fund, evaluate, and oversee the implementation of NASA programs and projects to ensure their outcomes meet schedule and cost constraints. They establish and maintain the directorate's strategy to meet Agency goals, mission architecture, top-level requirements, schedules, and budgets. Mission Directorate AAs and program and project managers have the ultimate responsibility for mission success in accordance with governing requirements.

4.5.2.1 Specifically, the Associate Administrator for the Aeronautics Research Mission Directorate:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Provides guidance to the strategic acquisition process and oversees implementation of decisions from that process.
- c. Collaborates with other Mission Directorates and Centers to accomplish the Agency's objectives.
- d. Coordinates ARMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- e. Manages the development of the ARMD budget to support programmatic requirements and objectives, and allocates resources in support of programs and projects.
- f. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- g. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- h. Oversees ARMD reporting as required by Congress, the Office of Management and Budget, and other external bodies.

i. Represents NASA and ARMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning Agency activities. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.

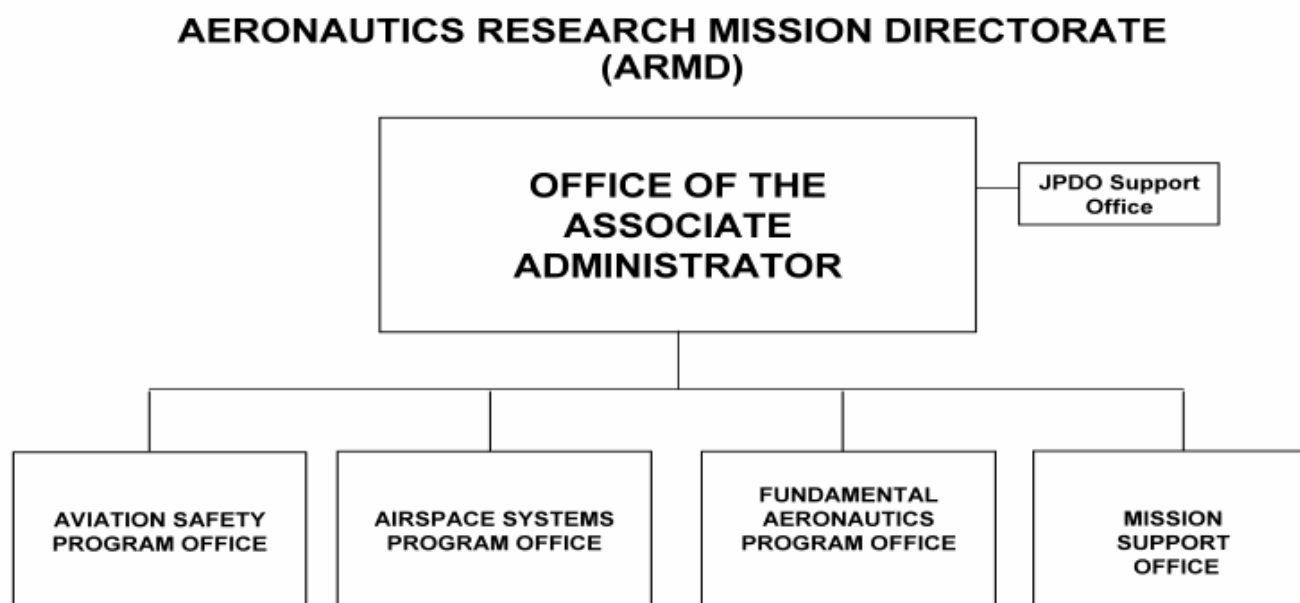
j. Coordinates all international partnership arrangements with the Office of External Relations.

k. Invests in research for the long term in areas that are appropriate to NASA's unique capabilities and that meet NASA's charter of addressing national needs and benefiting the public good.

4.5.3 SPECIAL RELATIONSHIPS.

4.5.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

4.5.4 LINE OF SUCCESSION. In the following order: ARMD Deputy Associate Administrator; Senior Technical Advisor; and Director, Mission Support Office.



4.6 Office of Safety and Mission Assurance

4.6.1 MISSION. The Office of Safety and Mission Assurance (SMA) provides policy direction, functional oversight, and assessment for all Agency safety, reliability, maintainability, and quality engineering and assurance activities and serves as a principal advisory resource for the Administrator and other senior officials on matters pertaining to safety and mission success.

4.6.2 OVERALL RESPONSIBILITIES. The Chief, Safety and Mission Assurance reports to the Administrator through the Associate Administrator and advises the Administrator on matters related to risk, safety, and mission success.

4.6.2.1 Specifically, the Chief, Safety and Mission Assurance:

- a. Develops and implements plans that include the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Manages the sufficiency and effectiveness of the office functions in order to reduce known institutional risk to safe and successful mission accomplishment.
- c. Provides to each Center Director a written evaluation of the performance of the principal SMA official which will be attached to each individual's annual performance appraisal.

- d. Concurs with the assignment, promotion, performance appraisal, discipline, and relief of the principal SMA official at each Center.
- e. In concurrence with Center Directors, determines the appropriate staffing complement for Center SMA offices.
- f. Develops strategies, policies, procedures, guidelines, and standards for safety, reliability, maintainability, and quality engineering and assurance (hereinafter abbreviated as SMA requirements).
- g. Ensures the incorporation and fulfillment of SMA requirements established for NASA programs and institutions through the structured application of SMA technical authority.
- h. Verifies the effectiveness of SMA requirements, activities, and processes.
- i. Advises NASA leadership on significant SMA issues, including guidance for corrective action.
- j. Oversees and assesses the application and technical excellence of SMA tools, knowledge, techniques, and practices (including risk management as applied to safety and mission success) throughout the program/project life cycle.
- k. Assures that adequate levels of both programmatic and institutional resources are applied to SMA functions.
- l. Oversees the prompt investigation and development of findings and recommendations for NASA mishaps and assures appropriate closure.
- m. Oversees the operation of the NASA Independent Verification and Validation (IV&V) Facility.
- n. Oversees the operation of the NASA Safety Center (NSC).
- o. Advocates and represents the NASA SMA programs and community to other U.S. Government organizations, industry, academia, and international participants.

4.6.2.2 The Chief, Safety and Mission Assurance is authorized to suspend any operation or project activity that presents an unacceptable risk to personnel, property, or mission success and provide guidance for corrective action.

4.6.3 SPECIAL RELATIONSHIPS.

4.6.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

4.6.3.2 The Chief, Safety and Mission Assurance establishes program direction and budget, as well as supervises the performance of the NASA Safety Center.

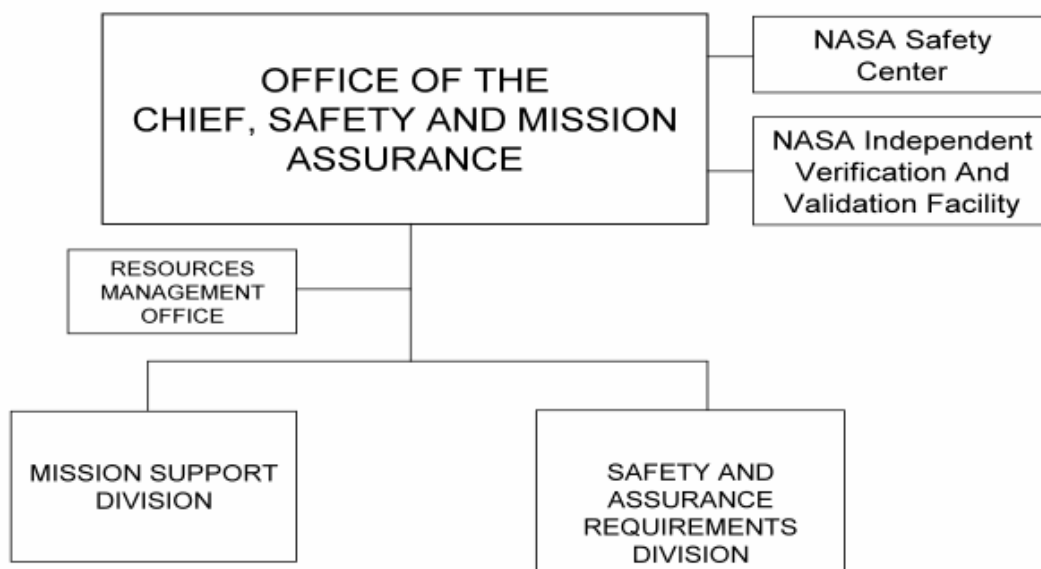
4.6.3.3 The Chief, Safety and Mission Assurance establishes program and budget direction and supervises the performance of the NASA IV&V Facility and approves work priorities based on a risk-based assessment of the mission and safety critical software in NASA projects and the advice from the IV&V Board of Advisors.

4.6.3.4 The Chief, Safety and Mission Assurance provides safety direction for the NASA Engineering and Safety Center, in coordination with the Chief Engineer.

4.6.3.5 The Chief, Safety and Mission Assurance provides policy direction to and oversight of the Chief Safety and Mission Assurance Officers, Center Safety and Mission Assurance Directors, and associated SMA organizations within Mission Directorates and, through them, within programs and projects.

4.6.4 LINE OF SUCCESSION. In the following order: Deputy Chief, Safety and Mission Assurance; Director, Safety and Assurance Requirements Division; and Director, Mission Support Division.

OFFICE OF SAFETY AND MISSION ASSURANCE



4.7 Office of Program Analysis and Evaluation

4.7.1 MISSION. The Office of Program Analysis and Evaluation (PA&E) supports the Administrator, Deputy Administrator, Associate Administrator, and Chief of Staff. PA&E serves as an independent assessment organization that provides objective, transparent, and multidisciplinary analysis on all aspects of NASA programs and institutions to inform strategic decision making. PA&E is responsible for evaluating NASA programs, projects and institutions for cost effectiveness, quality, and performance in achieving strategic objectives.

4.7.2 OVERALL RESPONSIBILITIES. The Associate Administrator (AA) for Program Analysis and Evaluation (PA&E) reports to the NASA Associate Administrator.

4.7.2.1 Specifically, the AA for Program Analysis and Evaluation:

- a. Leads the NASA strategic planning process through the development, coordination, and publication of the Agency's Strategic Plan.
- b. Integrates NASA's strategy, programs, and budget to ensure alignment with national goals and the Agency's vision and mission.
- c. Develops alternatives to technical, programmatic, and resource allocation decisions recommended by the Mission Directorates and the Office of Program and Institutional Integration, as required, and captures and publishes all program and policy decisions rendered by the Agency's leadership during program and budget deliberations.
- d. Ensures that budget formulation and execution is consistent with the Agency's strategic investment decisions and serves as the authoritative source for Agency programmatic and institutional strategic requirements.
- e. Evaluates mission and mission support programs and projects to ensure cost effectiveness, quality, performance, and strategic alignment.
- f. Facilitates and develops the budget and performance justification data for the Congressional Budget Justification, also known as the Integrated Budget and Performance Document (IBPD), as an outgrowth of the activities in (a) through (e) above.
- g. Ensures external communications (e.g., Congressional Questions for the Record, policy statements, speech content,

etc.) are aligned with the Agency's programmatic plans and policies.

h. Leads the Agency's effort in the area of performance planning, tracking, and reporting in accordance with the Government Performance and Results Act (GPRA) of 1993 (Public Law 103-62), as amended, and other relevant legislation and national policies.

i. Performs studies and assessments of specific issues of strategic importance to the Agency.

j. Develops and utilizes advanced planning tools and capabilities to inform the Agency's strategic posture.

k. Leads the Agency's effort to improve performance and deliver results, in accordance with the President's Management Agenda and Executive Order 13450: Improving Government Program Performance.

l. Provides independent cost estimates in support of Agency program approvals and evaluations, as directed by the Administrator, and establishes standards for cost analysis Agency wide.

m. Establishes and monitors resource-estimating policy; equips and trains estimating community with state-of-the-art estimating methods, data, and tools.

n. Oversees the Independent Program Assessment Office, chartered to review newly proposed and ongoing programs and projects to provide an objective assessment to the Mission Directorate and Agency Program Management Councils.

o. Develops and implements plans that address the office's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.

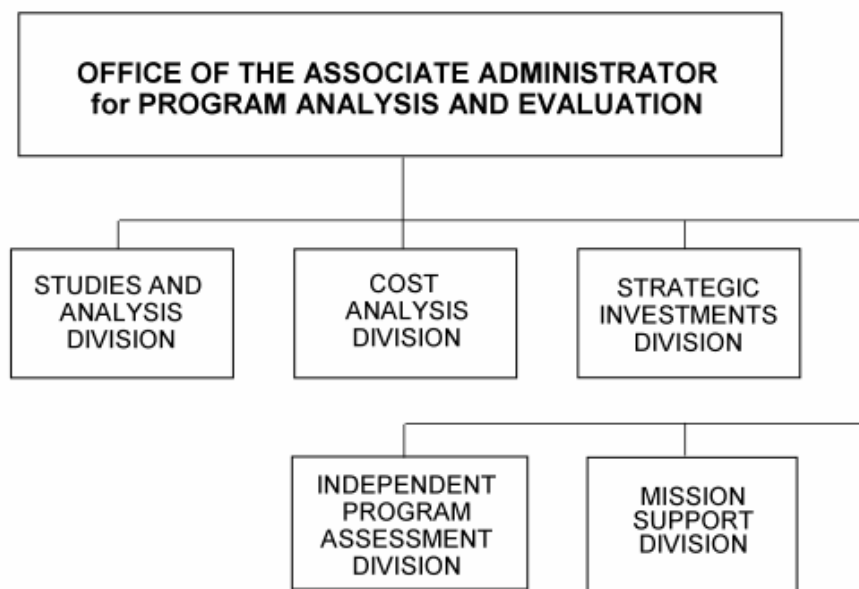
p. Manages the office functions so as to reduce risk to NASA's mission.

4.7.3 SPECIAL RELATIONSHIPS.

Serves as a member of and the executive secretary for NASA's Strategic Management Council, Operations Management Council, and Program Management Council and as the coordinator for the monthly Baseline Performance Review meetings.

4.7.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator; Director, Strategic Investments Division; and Director, Studies and Analysis Division.

OFFICE OF PROGRAM ANALYSIS AND EVALUATION (PA&E)



4.8 Office of The Chief Financial Officer

4.8.1 MISSION. The Office of the Chief Financial Officer, established in accordance with the Chief Financial Officers Act of 1990 (Public Law 101-576) (CFO Act), provides leadership for the planning, analysis, justification, control, and reporting of all Agency fiscal resources; oversees all financial management activities relating to the programs and operations of the Agency; leads the budgeting and execution phases of the planning, programming, budgeting, and execution process; and monitors and reports the financial execution of the Agency budget.

4.8.2 OVERALL RESPONSIBILITIES. The Chief Financial Officer reports to the NASA Administrator and Deputy Administrator.

4.8.2.1 Specifically, the Chief Financial Officer:

- a. Oversees all financial management activities relating to the programs and operations of the Agency.
- b. Develops and implements plans that include the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- c. Manages the office functions so as to reduce risk to NASA's mission.
- d. Serves as a functional strategy owner of the Crosscutting Strategies for Mission Support (CSMS) Plan that outlines crosscutting management strategies, objectives, and actions needed to support the missions. Coordinates and provides input to the CSMS Plan and executes the Plan in alignment and support of United States Space Exploration Policy.
- e. Directs, manages, and provides policy guidance and oversight of the Agency's financial management personnel, activities, and operations, including, with the concurrence of Center Directors, approving the assignment, promotion, discipline, and relief of the principal financial official at each Center and assessing their performance. Center Directors shall provide a written evaluation of the principal financial official at their Center, which shall be attached to each individual's annual performance appraisal.
- f. In concurrence with Center Directors, determines the appropriate staffing complement for Center financial organizations.
- g. Provides for the oversight and financial management of Agency resources and activities relating to programs and operations, ensuring strategic alignment with Agency mission and national goals, including all resources aspects of the planning, programming, and budgeting process.

h. Reviews, assesses, and validates Agency resources, requirements, and requests on the basis of strategic alignment, priorities, quality, and performance, including recommendations to the Administrator for fiscal resources approvals and authorizations.

i. Develops, maintains, and provides policy guidance and oversight of the Agency's integrated planning, budgeting, performance reporting, accounting, and financial management system, including financial reporting and financial management internal controls.

j. Monitors the financial execution of the Agency budget in relation to actual expenditures, monitors quality and performance of ongoing financial activities, analyzes ongoing activities to proactively identify potential performance problems, and prepares and submits timely financial and performance reports to the Administrator.

k. Prepares and transmits an annual financial statement, audit report, and budget information to the Administrator, the Director of the Office of Management and Budget, the congressional committees of jurisdiction, and other authorities who review NASA's financial matters.

l. Works with the Comptroller General and administrative officials to facilitate financial management improvements consistent with the CFO Act, Office of Management and Budget guidance, and other relevant legislation.

m. Leads the Agency's effort in financial reporting under the CFO Act and coordinates on the Annual Performance Plan and Performance Report in accordance with the Government Performance and Results Act (GPRA) of 1993 (Public Law 103-62), as amended, and other relevant legislation.

n. Leads the Agency's efforts to improve management and deliver results in support of the President's Management Agenda initiative - Financial Performance. o. Provides direct financial advice and support to Center Directors, Mission Directors, and program managers across all NASA operational units. 4.8.3 SPECIAL RELATIONSHIPS.

4.8.3.1 The Chief Financial Officer serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

4.8.3.2 As required by the CFO Act, the Chief Financial Officer is appointed by the President with the advice and consent of the Senate, and:

a. Makes recommendations to the Administrator on the selection and appointment of the Deputy Chief Financial Officer.

b. In coordination with the Office of Legislative and Intergovernmental Affairs, serves as interface with the congressional committees, especially appropriations, on issues dealing with budget and financial matters.

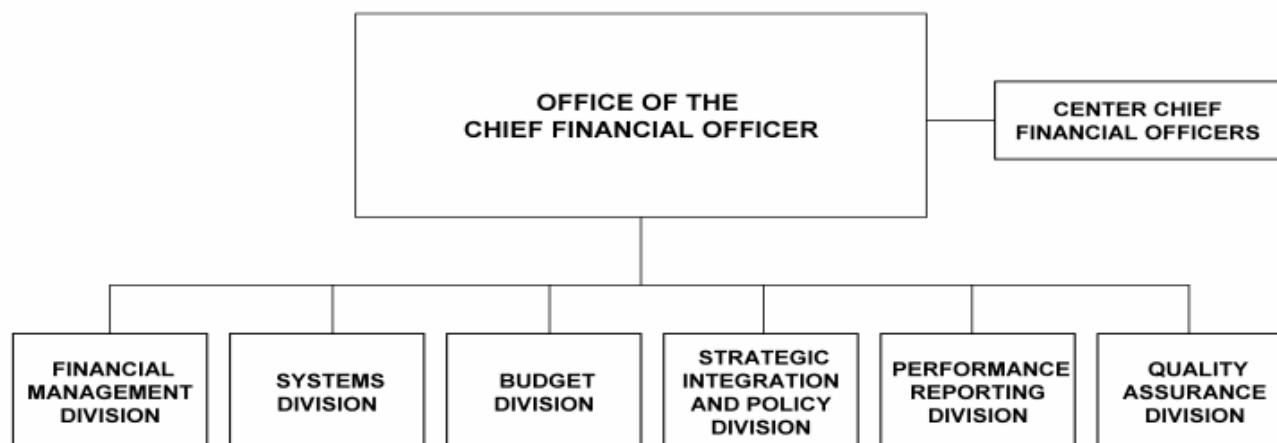
c. Serves on the Office of Management and Budget's Chief Financial Officers Council.

4.8.3.3 The Director of Budget, within the Office of the Chief Financial Officer, serves as the principal administrative official for Agency funds and resources and directs, monitors, and approves the structure of budget formulation and execution, and in coordination with the Director of Financial Management, apportionments and allotments.

4.8.4 LINE OF SUCCESSION. In the following order: Deputy Chief Financial Officer and Associate Deputy Chief Financial Officer. The process for designating an Acting Chief Financial Officer is set forth at 5 U.S.C. 3345 et. seq.

4.8.4.1 In the event that the Office of the Chief Financial Officer becomes vacant, the Deputy Chief Financial Officer shall serve as Acting Chief Financial Officer immediately and automatically upon occurrence of the vacancy up to the appointment of a new Chief Financial Officer, Presidential action under the Vacancies Reform Act, 5 U.S.C. 3345, or the expiration of authority under the Vacancies Reform Act. If both the Offices of the Chief Financial Officer and Deputy Chief Financial Officer are vacant, or if the Office of the Chief Financial Officer is vacant and authority for the Deputy Chief Financial Officer to serve under the Vacancies Reform Act has expired, no individual can serve as the Acting Chief Financial Officer without Presidential action unless otherwise authorized by law. However, in that event, all authorities of the Chief Financial Officer that may be legally delegated are delegated to the incumbent official in the following order of precedence: Deputy Chief Financial Officer; Associate Deputy Chief Financial Officer; and Director, Strategic Integration and Policy Division. In consultation with the General Counsel, such official exercising authority under this delegation shall also request Administrator action to request Presidential action for the appointment of an Acting Chief Financial Officer.

OFFICE OF THE CHIEF FINANCIAL OFFICER



4.9 Office of The Chief Information Officer

4.9.1 MISSION. The Office of the Chief Information Officer provides leadership, planning, policy direction, and oversight for the management of NASA information and all NASA information technology (IT) in accordance with the responsibilities required by the Clinger-Cohen Act of 1996, the Paperwork Reduction Act of 1995, the E-Government Act of 2002, the Federal Information Security Management Act of 2002, and the Privacy Act of 1974. The Chief Information Officer (CIO) is the principal advisor to the Administrator and other senior officials on matters pertaining to information technology, the NASA Enterprise Architecture, IT security, records management, and privacy.

4.9.2 OVERALL RESPONSIBILITIES. The CIO reports to the NASA Deputy Administrator.

4.9.2.1 Specifically, the Chief Information Officer:

- a. Develops and implements plans that include the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Manages the office functions by reducing institutional risk to missions.
- c. Serves as a functional strategy owner of the Crosscutting Strategies for Mission Support (CSMS) Plan that outlines crosscutting management strategies, objectives, and actions needed to support the missions. Coordinates and provides input to the CSMS Plan and executes the Plan in alignment and support of United States Space Exploration Policy.
- d. In concurrence with Center Directors, approves the assignment, promotion, discipline, and relief of the principal CIO at each Center, and assesses their performance. Provides a written evaluation of the principal CIO at each Center, which shall be attached to each individual's annual performance appraisal.
- e. In concurrence with Center Directors, determines the appropriate staffing complement for Center CIO offices.
- f. Defines IT program objectives and top-level requirements and monitors program performance, as well as effectiveness and efficiency of IT programs and processes.
- g. Develops and implements Agency-wide strategies, policies, programs, and processes for the management of IT investments and services.
- h. Provides for effective governance of IT through chartered boards with appropriate stakeholder representation.
- i. Ensures statutory, regulatory, and fiduciary compliance in the acquisition and implementation of IT.
- j. Develops, maintains, and facilitates the implementation of the NASA Enterprise Architecture (EA), which is the framework for ensuring IT investments enable the mission and are integrated, efficient and secure.

k. Maximizes the value and assesses and manages the risks of the IT plans and investments for NASA through an IT investment management process that is integrated with Agency processes for making budgetary, financial, and program management decisions for all NASA IT.

l. Manages NASA's IT systems as a joint responsibility with the NASA Centers, Mission Directorates, and Mission Support Offices. The Centers, Mission Directorates, and Mission Support Offices have responsibility for the applications, while the CIO has overarching responsibility for ensuring alignment of those applications with the NASA EA and for all aspects of the IT infrastructure in which those applications reside. Manages an application portfolio management program in conjunction with Centers, Mission Directorates and Mission Support Offices to ensure a robust, yet efficient, set of applications to enable the NASA mission.

m. Leads and implements NASA's IT Security program, ensuring appropriate confidentiality, integrity, and availability of all NASA's information assets throughout the system lifecycle. The Office of Security and Program Protection is responsible for the security of classified information and technologies (see Section 4.17).

n. Ensures that the NASA workforce possesses the requisite knowledge and skills in IT and information resources management.

o. Leads the Agency's efforts to improve management and deliver results in one of the Government-wide pursuits of the President's Management Agenda--Expanded Electronic Government, and - Federal Health IT Interoperability (in collaboration with the Chief Health and Medical Officer). Provides oversight for all Agency E-Government initiatives.

p. Oversees IT-related reporting as required by Congress, the Office of Management and Budget, and other external bodies.

q. Leads the Integrated Enterprise Management Program, which is responsible for developing, implementing, and operating Agency-wide business systems.

4.9.3 SPECIAL RELATIONSHIPS.

4.9.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

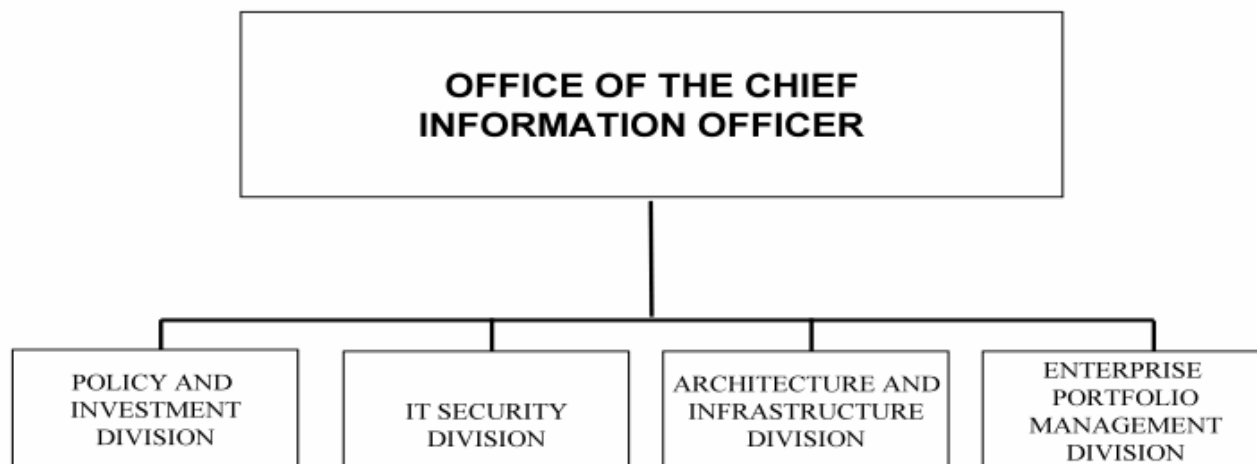
4.9.3.2 Serves as a member of the Federal CIO Council coordinated by the Office of Management and Budget.

4.9.3.3 Works in cooperation with the Chief Financial Officer, Office of Program and Institutional Integration, and Office of Program Analysis and Evaluation to develop a full and accurate accounting of IT expenditures, related expenses, and results.

4.9.3.4 Works in conjunction with the Office of Security and Program Protection to provide for the protection of information systems.

4.9.4 LINE OF SUCCESSION. In the following order: Deputy CIO; Deputy CIO for Information Technology Security; Associate CIO for Architecture and Infrastructure; and Associate CIO for Policy and Investments.

OFFICE OF THE CHIEF INFORMATION OFFICER



4.10 Office of The Chief Engineer

4.10.1 MISSION. The Office of the Chief Engineer provides policy direction, oversight, and assessment for NASA engineering and program/project management. It serves as the principal advisor to the Administrator and other senior officials on matters pertaining to technical readiness in execution of NASA programs and projects. Also, it is responsible for Agency-level standards and policies as applied to engineering and program management.

4.10.2 OVERALL RESPONSIBILITIES. The Chief Engineer reports to the NASA Associate Administrator.

4.10.2.1 Specifically, the Chief Engineer:

- a. Develops and implements plans that include the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Manages the office functions by reducing risk to NASA's mission.
- c. Serves as the lead Technical Authority for engineering.
- d. Provides leadership, policy direction, functional oversight, assessment, and coordination for two major, closely related areas:
 - 1) Engineering and related technical disciplines, including systems engineering and technical integration.
 - 2) Program and project management, including earned value management and program integration.
- e. Serves as the principal advisor to the Administrator on matters pertaining to the technical readiness of NASA programs and projects.
- f. Assesses the adequacy, quality, and effectiveness of engineering work and program/project management Agency wide and recommends or directs improvements in these areas where appropriate.
- g. Coordinates the application of technical resources to support engineering work, including lessons learned, technical standards, trend evaluation, access to technical information, technical support for specific disciplines and problems, and coordination among engineering work groups.
- h. Provides leadership to define the tools, processes, facilities, and engineering resources needed to improve the Agency's technical excellence.
- i. Oversees the NASA Engineering and Safety Center (NESC).

j. Establishes and maintains Agency-wide processes, technical standards, requirements, and policies for the conduct of discipline-area engineering and systems engineering. This shall include evaluating the implementation by the Centers and program/project management.

k. Establishes and maintains the Agency-wide process and requirements for engineering and program/project management. This includes maintenance and update of NPR 7123.1A, NASA Systems Engineering Processes and Requirements, NPR 7120.5, NASA Program and Project Management Processes and Requirements, NPR7120.7, NASA Information Technology and Institutional Infrastructure Program and Project Management Requirements, and NPR 7120.8, NASA Research and Technology Program and Project Management Requirements.

l. Provides leadership of and policy for the Agency's engineering and program/project management training conducted through NASA's Academy of Program, Project, and Engineering Leadership.

m. Implements and manages Agency-wide mandatory curriculum for program/project managers, systems engineers, and discipline engineers. This shall include providing and managing mandatory curriculum at NASA Centers. The Office of the Chief Engineer shall work with the Associate Administrator to ensure proper alignment of curriculum with needed competencies for the future of NASA.

n. Coordinates with the Office of Human Capital Management to ensure that new hiring policies and core competencies are in line with the future technical and program/project management needs for the Agency.

o. Conducts and integrates periodic and ad hoc programmatic and technical assessments of programs and projects.

p. Provides leadership and oversight for the Agency's Inventions and Contributions Board.

q. Ensures statutory, regulatory, and fiduciary compliance.

r. Serves as a liaison to external organizations performing similar functions and stakeholders who establish Government-wide policies and requirements.

4.10.3 SPECIAL RELATIONSHIPS.

4.10.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

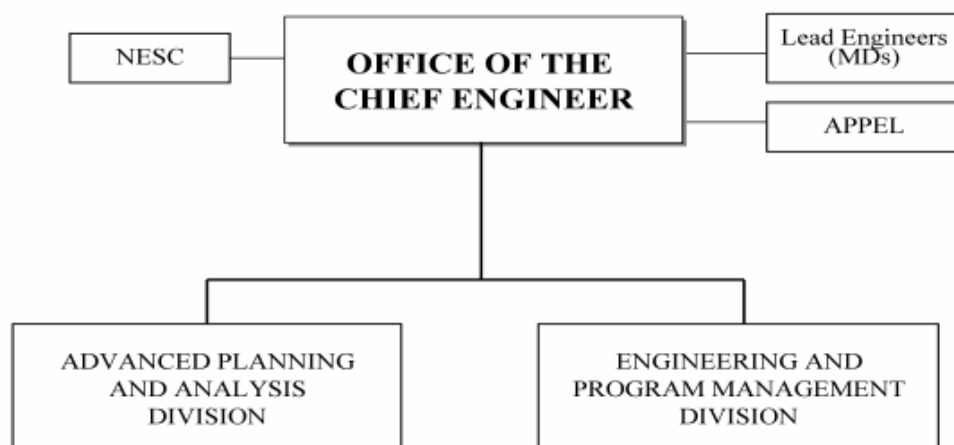
4.10.3.2 Lead Engineers, Engineering Directors, and associated engineering organizations within Mission Directorates and Centers and, through them, within programs and projects.

4.10.3.3 Engineering Management Board for engineering infrastructure and practices.

4.10.3.4 Program/Project Management Board for program/project management infrastructure and practices.

4.10.4 LINE OF SUCCESSION. In the following order: Deputy Chief Engineer; Deputy for Management; and Director, Engineering and Program Management Division.

OFFICE OF THE CHIEF ENGINEER



4.11 Office of Institutions and Management

4.11.1 MISSION. The office provides effective and efficient institutional support to enable the Agency to successfully accomplish its missions. It focuses on improving processes, stimulating efficiency, and providing consistency and uniformity across institutional capabilities and services.

4.11.2 OVERALL RESPONSIBILITIES. The Associate Administrator (AA) for Institutions and Management reports to the NASA Deputy Administrator. Specifically, the AA for Institutions and Management:

- a. Oversees management of the functional areas of the Offices of Diversity and Equal Opportunity, Human Capital Management, Infrastructure, Internal Controls and Management Systems, Headquarters Operations, Procurement, Small Business Programs, Budget Management and Systems Support, and the NASA Shared Services Center.
- b. Develops and implements plans that include the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- c. Manages the office functions by reducing institutional risk to missions.
- d. Ensures integration and alignment of mission support activities in support of Agency strategic needs and interfaces with the NASA Deputy Administrator, the Associate Administrator, and the Chief of Staff to support integration and alignment of these activities.
- e. Achieves consistency of approach to improve functional performance across the Agency.
- f. Monitors OIM functional programs performance, as well as the effectiveness and efficiency of programs and processes.
- g. Provides an integrated projection of functional activities with associated costs and workload implications for Headquarters and across the Agency.
- h. Leads the activity to update the Crosscutting Strategies for Mission Support (CSMS) Action Plan in coordination with the CSMS Plan Strategy Owners. Leads the Implementation Assessment Team in its role to (a) improve integration and communication between Mission Support Offices and Mission Directorates, and (b) review and assess implementation of the CSMS Plan strategies, objectives and actions.
- i. Ensures that personnel competencies and facility capabilities required to meet NASA's strategic needs are identified and provided.

j. Ensures that NASA Headquarters is provided all the institutional services and products necessary to support effective operations.

k. Manages the Headquarters Corporate Management and Operations budget processes.

l. Ensures statutory, regulatory, and fiduciary compliance.

m. Serves as a liaison to external organizations performing similar functions and to stakeholders who establish Government-wide policies and requirements.

n. Oversees reporting as required by Congress, the Office of Management and Budget, and other external bodies.

o. Assesses individual mission statements for the Functional Offices listed below that report to the Office of Institutions and Management:

4.11.2.1 Diversity and Equal Opportunity.

4.11.2.2 Human Capital Management.

4.11.2.3 Infrastructure.

4.11.2.4 Internal Controls and Management Systems.

4.11.2.5 Procurement.

4.11.2.6 Small Business Programs.

4.11.2.7 NASA Shared Services Center.

4.11.2.8 Headquarters Operations.

4.11.2.9 Budget Management and Systems Support.

(The NASA Shared Services Center mission statement is maintained under Chapter 5 (5.12) - NASA Shared Services Center - because of its role as a Technical Service and Support Center.)

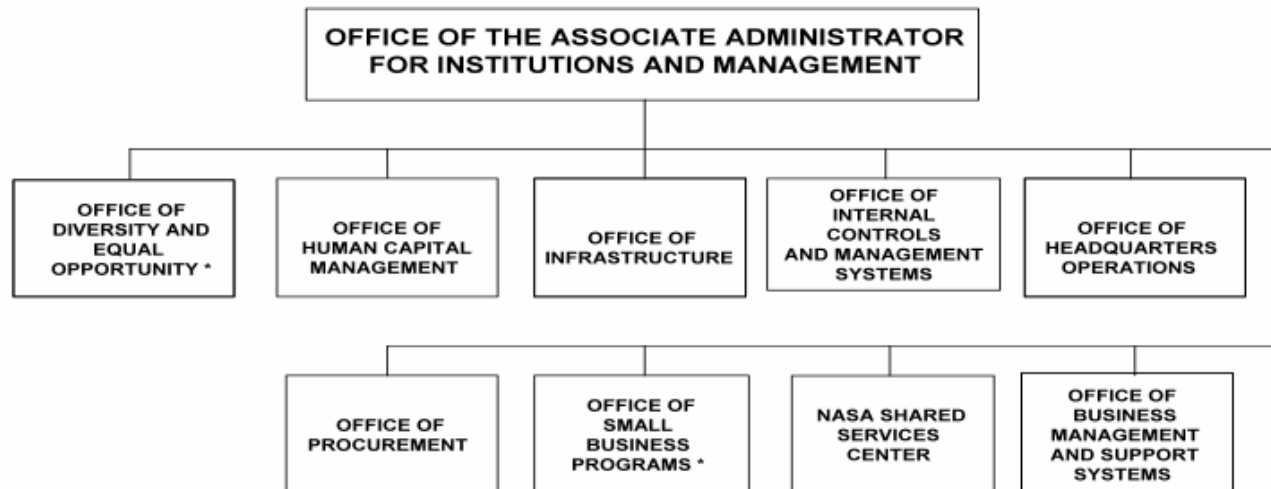
4.11.3 SPECIAL RELATIONSHIPS.

4.11.3.1 Serves as a member of NASA's Operations Management Council and Program Management Council.

4.11.3.2 Serves as Chair of the NASA Shared Services Center (NSSC) Board of Directors.

4.11.4 LINE OF SUCCESSION. In the following order: Assistant Administrator for Human Capital Management; Assistant Administrator for Infrastructure; Executive Director for Headquarters Operations; Assistant Administrator for Procurement; and Executive Director for the NASA Shared Services Center.

OFFICE OF INSTITUTIONS AND MANAGEMENT



* In accordance with law, the offices of Diversity and Equal Opportunity and Small Business Programs maintain reporting relationships to the Administrator and Deputy Administrator.

4.11.2.1 OFFICE OF DIVERSITY AND EQUAL OPPORTUNITY.

4.11.2.1.1 MISSION. The office is responsible for developing and aligning NASA equal opportunity (EO), civil rights compliance, and diversity strategies, programs, policies and processes consistent with the Agency's mission, strategic goals and performance outcomes. The Office of Diversity and Equal Opportunity (ODEO) establishes Agency-wide policies on diversity and equal opportunity and defines strategies, program objectives, and top-level requirements; ensures statutory, regulatory, and fiduciary compliance with internal and external equal opportunity laws ; provides technical assistance, training, and advocacy to promote an open and inclusive workplace; ensures consistency of approach to improve functional performance across the Agency; and monitors diversity and equal opportunity program performance.

4.11.2.1.2 OVERALL RESPONSIBILITIES. The Assistant Administrator (AA) for Diversity and Equal Opportunity reports to the Associate Administrator for Institutions and Management and has direct access to the NASA Administrator on all matters pertaining to diversity, civil rights compliance, and EO requirements under Federal law and NASA rules and policy pursuant to EO laws and regulations (e.g., 29 C.F.R. Sections 1614.102 (b) (4), and (c) (1), and 1614.607).

4.11.2.1.2.1 Specifically, the AA for Diversity and Equal Opportunity: a. Serves as the principal advisor to the Administrator on diversity and equal opportunity for NASA (including civil service and contractor employees). b. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.

c. Manages the office functions by reducing institutional risk to missions.

d. Sets the Agency's equal opportunity policy and strategy. Guides the Agency's management strategies, objectives and actions required to develop a diverse workforce to support the missions. Develops the strategy in alignment with, and in support of, the overall Agency mission and United States Space Exploration Policy.

e. Administers effective and efficient Agency-wide EEO complaint and Alternative Dispute Resolution (ADR) processes.

f. Develops and oversees Agency-wide policies, programs, and processes to achieve consistency of approach to eliminate barriers to the recruitment, retention, and promotion of a high-caliber and diverse workforce, particularly in mission-critical occupations and leadership ranks.

g. In concurrence with Center Directors, approves the assignment, promotion, discipline, and relief of the principal

Diversity and Equal Opportunity official at each Center and assesses their performance. Provides a written evaluation of the principal Diversity and Equal Opportunity official at each Center, which shall be attached to each individual's annual performance appraisal.

h. In concurrence with Center Directors, determines the appropriate staffing complement for Center Diversity and Equal Opportunity offices.

i. Defines diversity objectives and top-level requirements. Establishes and manages long-term Agency diversity planning and implementation.

j. Serves as the focal point for the Agency's internal (federally conducted) and external (governing the activities of NASA grantees) civil rights compliance activities, policies, and procedures. Develops policies, procedures, and programs to ensure that NASA grant recipients provide access to activities in a non-discriminatory manner and administers NASA's civil rights complaint process.

k. Achieves consistency of approach to improve functional performance across the Agency.

l. Provides technical assistance, training, and advocacy to promote an open and inclusive workplace, fair and equitable decision making in all aspects of workforce activity, voluntary compliance, and effective and open communication.

m. Monitors diversity and equal opportunity program performance, as well as effectiveness and efficiency of programs and processes.

n. Provides liaison to external organizations performing similar functions and to stakeholders who establish Government-wide policies and requirements.

o. Oversees reporting as required by Congress, the Office of Management and Budget, Equal Employment Opportunity Commission, and other external bodies.

4.11.2.1.3 SPECIAL RELATIONSHIPS.

4.11.2.1.3.1 Serves as an adjunct member of NASA's Operations Management Council.

4.11.2.1.3.2 Provides guidance, technical assistance, and evaluation on all matters pertaining to diversity and EO to the NASA Center Diversity and EO Directors.

4.11.2.1.3.3 Maintains special relationships with the Office of Human Capital Management (e.g., recruitment, retention, professional development, succession planning), the Office of General Counsel (EO and civil rights legal requirements and complaint processing), the Office of Education (diversity and EO in NASA-assisted and -conducted education programs), the Office of Procurement (NASA grants to private sector institutions), the Office of Legislative and Intergovernmental Affairs (congressional matters pertaining to diversity and EO), and the Office of Public Affairs (diversity/EO communications).

4.11.2.1.4 LINE OF SUCCESSION. In the following order: Deputy Assistant Administrator; Office of Diversity and Equal Opportunity; Director, Program Planning and Evaluation Division; and Director, Complaints Management Division.

4.11.2.2 OFFICE OF HUMAN CAPITAL MANAGEMENT.

4.11.2.2.1 MISSION. The office is responsible for developing and aligning NASA civil service workforce strategies, programs, policies, and processes with the Agency's mission, strategic goals, and desired performance outcomes. The Office of Human Capital Management (OHCM) establishes Agency-wide civil service workforce management policies; defines strategies and architectures; defines program objectives and top-level requirements; ensures statutory and regulatory compliance; ensures consistency across the Agency, as appropriate; and monitors program performance. OHCM represents the Agency's interests in intergovernmental and other groups established to address workforce issues.

4.11.2.2.2 OVERALL RESPONSIBILITIES. The Assistant Administrator (AA) for Human Capital Management reports to the Associate Administrator for Institutions and Management and serves as the Agency's designated Chief Human Capital Officer (CHCO) pursuant to the Chief Human Capital Officers Act of 2002. In this capacity, the AA advises and assists the Administrator in carrying out responsibilities for selecting, developing, training, and managing a high-quality civil service workforce in accordance with merit system principles.

4.11.2.2.2.1 Specifically, the AA for Human Capital Management:

a. Develops and implements plans that include the organization's goals, objectives, metrics and actions needed to

execute the strategic goals and outcomes in the NASA Strategic Plan.

- b. Manages the office functions by reducing institutional risk to missions.
- c. Serves as a functional strategy owner of the Crosscutting Strategies for Mission Support (CSMS) Plan that outlines crosscutting management strategies, objectives, and actions needed to support the missions. Coordinates and provides input to the CSMS Plan and executes the Plan in alignment and support of the Agency mission and United States Space Exploration Policy.
- d. In concurrence with Center Directors, approves the assignment, promotion, discipline, and relief of the principal Human Capital Management official at each Center and assesses their performance. Provides a written evaluation of the principal Human Capital Management official at each Center, which shall be attached to each individual's annual performance appraisal.
- e. In concurrence with Center Directors, determines the appropriate staffing complement for Center Human Capital Management offices.
- f. With the Office of Program and Institutional Integration, leads and integrates workforce Planning activities at the Agency level.
- g. Defines Agency-wide workforce objectives and top-level requirements. Establishes and manages long-term Agency workforce planning and analysis processes to identify workforce characteristics and competencies needed to accomplish the Agency mission; develops workforce strategies and programs to monitor and mitigate risks of misalignments between workforce demand and supply; establishes staffing strategies to acquire a highly skilled workforce with needed competencies.
- h. Develops and oversees Agency-wide policies, programs, and processes to achieve consistency of approach and retain a high-caliber workforce by providing tools to facilitate assessment of individual performance and contributions to organizational and mission achievement.
- i. Sets the Agency's workforce development strategy; promotes needed competency building through Agency-wide training and development programs, leadership development, and succession planning.
- j. Provides organizational development services and tools to NASA organizations to improve individual and organizational performance; develops strategies to fully utilize in-house knowledge and intellectual capital.
- k. Assesses the effectiveness of workforce management within the Agency, as well as the effectiveness and efficiency of human resources (HR) functional programs and policies designed to support workforce management; identifies best practices and benchmarking studies in workforce management issues; defines requirements for and provides management oversight of Agency workforce and HR functional information systems and ensures accountability for information contained in these systems.
- l. Leads the Agency's efforts to improve management and deliver results in support of the President's Management Agenda initiative -- the Strategic Management of Human Capital.
- m. Ensures statutory, regulatory, and fiduciary compliance.
- n. Provides liaison to external organizations performing similar functions and stakeholders who establish Government-wide policy and requirements.
- o. Oversees reporting as required by Congress, OMB, and other external bodies.

4.11.2.2.3 SPECIAL RELATIONSHIPS.

4.11.2.2.3.1 Serves as an adjunct member of NASA's Operations Management Council and an invited attendee to the Program Management Council.

4.11.2.2.3.2 The AA for Human Capital Management represents NASA on the Chief Human Capital Officers Council, chaired by the Director of the Office of Personnel Management.

4.11.2.2.4 LINE OF SUCCESSION. In the following order: Deputy Assistant Administrator for Human Capital Management; Director, Workforce Management and Development Division; Director, Workforce Strategy Division; and Director, Workforce Systems and Accountability Division.

4.11.2.3 OFFICE OF INFRASTRUCTURE.

4.11.2.3.1 MISSION. The Office provides executive and functional leadership, policy, technical expertise, and oversight for Agency infrastructure including facilities engineering and real property, environmental management, logistics management, aircraft management, strategic capabilities assets program, integrated asset management, and leads the NASA Ombuds Program. The Office's mission is to ensure that the right infrastructure assets and capabilities are available in the timeframe needed by reducing current and future infrastructure-related risks to the Agency. This mission is accomplished through effective management of existing infrastructure, enhanced institutional planning and decision making, proactive deployment of sustainable practices, and by the use of an Agency mission risk-based approach to make institutional decisions.

4.11.2.3.2 OVERALL RESPONSIBILITIES. The AA for Infrastructure reports to the Associate Administrator for Institutions and Management.

4.11.2.3.2.1 Specifically, the AA for Infrastructure:

- a. Develops and implements plans that include the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Manages the office functions by reducing institutional risk to missions.
- c. Serves as a functional strategy owner of the Crosscutting Strategies for Mission Support (CSMS) Plan that outlines crosscutting management strategies, objectives, and actions needed to support the missions. Coordinates and provides input to the CSMS Plan and executes the Plan in alignment and support of United States Space Exploration Policy.
- d. Leads the development of, and documents annually, an integrated set of goals, objectives, and metrics for infrastructure, transition, and future infrastructure capabilities that reduces institutional risk to mission.
- e. Manages Agency real property programs that include facility design and construction, facility maintenance and repair, utilities systems and supplies, operations, utilization and real estate acquisition and disposal management, and management of the Construction of Facilities (CoF) resources.
- f. Manages Agency environmental programs that include both programmatic and institutional requirements to advance environmental stewardship and sustainability and develops and disseminates environmental and energy policies for environmental planning, compliance, restoration, pollution prevention, energy and water conservation, natural, cultural, and historic resource preservation, and management of the Environmental Compliance and Restoration (ECR) program resources.
- g. Manages Agency logistics management that includes contractor and Government-held property, transportation policy for NASA, industrial relations, and oversight of NASA's Employee Exchange Programs.
- h. Manages NASA aircraft programs that include the acquisition, utilization, operations, safety, airworthiness, quality assurance, modification, control, and disposition of all NASA aircraft.
- i. Manages the Strategic Capabilities Assets Program, a corporately managed program, to ensure that NASA's key capabilities and assets will continue to be available in the future to support NASA's mission. The program identifies and prioritizes NASA's critical assets and makes strategic investment decisions to replace, modify, or disposition them based on NASA and/or national needs.
- j. Provides leadership, oversight, and support of the NASA Ombuds Program, which offers the workforce (employees and on-site contractors) a supplemental channel for communicating issues and concerns potentially impacting safety, organizational performance, or mission success.
- k. Leads the Agency's efforts to improve management and deliver results in support of the President's Management Agenda initiative -- the Real Property Asset Management.
- l. Ensures statutory compliance, and fiduciary compliance for Infrastructure and Administration.
- m. Oversees reporting required by Congress, Office of Management and Budget, and other external bodies for Infrastructure and Administration.

4.11.2.3.3 SPECIAL RELATIONSHIPS.

4.11.2.3.3.1 Serves as a member of NASA's Operations Management Council and an invited attendee of the Program Management Council.

4.11.2.3.3.2 Serves as Agency Senior Real Property Officer (SRPO) and represents the Agency on the Federal Real Property Council, chaired by OMB.

4.11.2.3.3 Serves as the Agency Environmental Executive, chaired by the White House.

4.11.2.3.4 LINE OF SUCCESSION. In the following order: Deputy Assistant Administrator; Director, Facilities Engineering and Real Property; Director, Environmental Management; and Director, Logistics Management.

4.11.2.4 OFFICE OF INTERNAL CONTROLS AND MANAGEMENT SYSTEMS.

4.11.2.4.1 MISSION. The office provides executive and functional leadership, policy development, technical expertise, and oversight of NASA's integrated internal control program. Organizational objectives are achieved through the execution of Agency-wide Internal Control, Audit Liaison, and Directives Management programs. In fulfilling this mission, the Office works closely with all Headquarters Offices and Centers to support the development and implementation of effective and efficient internal controls and management systems throughout the Agency.

4.11.2.4.2 OVERALL RESPONSIBILITIES. The Assistant Administrator (AA) for Internal Controls and Management Systems reports to the Associate Administrator for Institutions and Management.

4.11.2.4.2.1 Specifically, the AA for Internal Controls and Management Systems:

- a. Develops and implements plans that address the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Manages the Office functions by reducing institutional risk to missions.
- c. Provides overall coordination, implementation and integration of NASA's Internal Control Program. Ensures that internal control policies and procedures are in place; documents and reports on key controls; supports the correction of internal control deficiencies; tests and validates the effectiveness of internal controls, and suggests revisions to related policies and procedures to improve management performance. Manages and facilitates the preparation of the Administrator's annual Statement of Assurance.
- d. Provides overall guidance, implementation, and integration of NASA's audit liaison program. Serves as Agency focal point for the coordination and facilitation of GAO and OIG audit engagements and related reports. Facilitates and coordinates audit fieldwork and reporting across NASA through an Agency-wide network of audit liaison representatives. Ensures that final management decisions and related final management action on all GAO and OIG recommendations are achieved within established timeframes as delineated in the Inspector General Act of 1978 (as amended) and OMB Circular A-50. Performs annual reporting on the status of open audit recommendations and related monetary findings in accordance with the Inspector General Act Amendments of 1988. Performs periodic assessments of the effectiveness of corrective action taken in response to audit recommendations.
- e. Identifies the need for, develops, advocates, and manages, as appropriate, management systems or similar initiatives designed to improve Agency management and reduce the risk of internal control deficiencies. Performs internal audits of Headquarters management systems and related controls and supports and tracks the correction of identified deficiencies. Tests and validates the effectiveness of management systems and suggests revisions to related policies and procedures.
- f. Establishes and maintains the requirements for documentation and promulgation of internal NASA policies, requirements, and external regulations codified in the Code of Federal Regulations. Maintains and manages a process for the development, review, approval, publication, and archiving of Agency-wide policies and procedural requirements. Maintains a library of all Agency-level policies and procedural requirements, as well as other external requirements that govern Agency activities. Maintains and manages a process for publishing NASA notice and rule documents in the Federal Register.
- g. Serves as a liaison to external organizations performing similar functions and stakeholders who establish Government-wide policy and requirements.

4.11.2.4.3 SPECIAL RELATIONSHIPS.

4.11.2.4.3.1 Serves as a member of the Senior Assessment Team, chaired by the Director, Program and Institutional Integration, and chairs the Institutional Internal Control Team.

4.11.2.4.3.2 Serves as the Agency Audit Follow-Up Official (AFO), delegated from the Deputy Administrator.

4.11.2.4.3.3 Serves as the Agency Directives Resolution Official in support of the Deputy Administrator.

4.11.2.4.4 LINE OF SUCCESSION. In the following order: The Assistant Administrator for Internal Controls and Management Systems will designate an acting Assistant Administrator during periods of temporary absence.

4.11.2.5 OFFICE OF PROCUREMENT.

4.11.2.5.1 MISSION. The office provides executive leadership, policy direction, and functional management of procurement and financial assistance activities (excluding Space Act Agreements) for the entire Agency.

4.11.2.5.2 OVERALL RESPONSIBILITIES. The Assistant Administrator (AA) for Procurement reports to the Assistant Administrator for Institutions and Management.

4.11.2.5.2.1 Specifically, the AA for Procurement:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Manages the office functions by reducing institutional risk to missions.
- c. In concurrence with Center Directors, approves the assignment, promotion, discipline, and relief of the principal Procurement official at each Center and assesses their performance. Provides a written evaluation of the principal Procurement official at each Center, which shall be attached to each individual's annual performance appraisal.
- d. In concurrence with Center Directors, determines the appropriate staffing complement for Center Procurement offices.
- e. Prescribes Agency-wide policies, strategies, regulations, and procedures governing the conduct of all NASA procurement and financial assistance activities (excluding the Space Act) within the framework of national and Agency policies and applicable laws and regulations.
- f. Plans, coordinates, reviews, and evaluates the overall procurement strategy for major NASA acquisitions and ensures the timeliness and effectiveness of the full spectrum of NASA procurement and financial assistance functions (grants and cooperative agreements). Reviews and concurs on, or approves, various procurement/financial assistance documents.
- g. Accomplishes oversight through the comprehensive Procurement Management Survey program, the Center Self Assessment process, and the conduct of special surveys, studies, and reviews as required. Evaluates contract performance against agreed-to baselines for the Agency Baseline Performance Review process to allow for the early identification of contractor performance issues.
- h. Leads the Agency's Strategic Sourcing efforts and implements initiatives to improve the procurement process and to achieve consistency of approach to improve functional performance across the Agency.
- i. Leads the Agency's efforts to improve management and deliver results in support of the President's Management Agenda initiative for Commercial Services Management (formerly Competitive Sourcing). Also, as the Agency Competitive Sourcing Official, ensures compliance with the Federal Activities Inventory Reform (FAIR) Act.
- j. Ensures statutory, regulatory, and fiduciary compliance.
- k. Oversees reporting required by Congress, OMB, and other external bodies.
- l. Directs, manages, and provides policy guidance and oversight of the Agency's procurement personnel, activities, and operations.
- m. Chairs Headquarters-level Procurement Strategy Meetings (PSMs).

4.11.2.5.3 SPECIAL RELATIONSHIPS. The AA for Procurement serves as the NASA Deputy Chief Acquisition Officer and, as such, maintains a special reporting relationship to the Deputy Administrator, who is the NASA Chief Acquisition Officer. The AA for Procurement also:

- a. Serves as the NASA Senior Procurement Executive.
- b. Serves as an adjunct member of NASA's Operations Management Council and as an invited attendee at the Program Management Council.
- c. Serves as NASA's representative to the Federal Acquisition Regulatory Council.
- d. Serves as the ex officio member of all Source Evaluation Boards (SEB), in which the Administrator or Headquarters designee is the Source Evaluation Official (SSO), and attends the related SEB presentations as staff advisor to the SSO.

e. Represents NASA on committees, teams, etc. with other NASA organizations, other government agencies, foreign governments, industry, and nonprofit organizations and academia. Maintains liaisons with those organizations to gather and share information regarding procurement and/or financial assistance issues.

f. Develops, publishes for public comment, and issues changes to the Federal Acquisition Regulation in consonance with the Department of Defense and the General Services Administration.

4.11.2.5.4 LINE OF SUCCESSION. In the following order: Director, Program Operations Division; Director, Contract Management Division; and Director, Analysis Division.

4.11.2.6 OFFICE OF SMALL BUSINESS PROGRAMS.

4.11.2.6.1 MISSION. The office provides expertise on the utilization of all categories of innovative small business, including minority educational institutions that can deliver technical solutions in support of NASA's Vision for Space Exploration, and ensures that the Agency is compliant with all Federal laws, regulations, and policies regarding small and disadvantaged business utilization.

4.11.2.6.2 OVERALL RESPONSIBILITIES. For all administrative purposes, the Assistant Administrator (AA) for Small Business Programs reports to the Associate Administrator for Institutions and Management.

4.11.2.6.2.1 Specifically, the AA for Small Business Programs:

a. Develops and implements plans that address the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.

b. Manages the office functions by reducing institutional risk to missions.

c. In concurrence with Center Directors, approves the assignment, promotion, discipline, and relief of the principal Small Business Specialist at each Center and assesses their performance. Provides a written evaluation of the principal Center Small Business Specialist at each Center, which shall be attached to each individual's annual performance appraisal.

d. In concurrence with Center Directors, determines the appropriate staffing complement for Center Small Business offices.

e. Serves as the senior NASA advocate responsible for ensuring the Agency provides the maximum opportunities possible for small businesses, veteran-owned small businesses, service-disabled veteran-owned small businesses, woman-owned small businesses, HUBZone small businesses, small disadvantaged businesses, and minority serving institutions to participate as prime contractors or as subcontractors under NASA contracts.

f. Defines program objectives and top-level requirements.

g. Develops and advises management on policies and procedures for the Agency-wide implementation of applicable laws and regulations pertaining to small and disadvantaged business utilization.

h. Develops and implements Agency-wide policies, strategies, programs, projects, and initiatives that facilitate the participation of all categories of small businesses in NASA contracts and subcontracts.

i. Negotiates Agency annual socioeconomic goals with the NASA Centers and the Small Business Administration (SBA).

j. Oversees Agency compliance with Federal laws and regulations, including those requiring specific percentage goals of NASA contract dollars to small and disadvantaged businesses.

k. Appoints, pursuant to Federal law, a technical advisor at each NASA Center to advise SBA Procurement Center Representatives on complex procurements.

l. Conducts nationwide outreach to businesses, both small and large, by hosting and supporting conferences, conducting and overseeing training programs, and giving presentations and speeches to corporate industry groups, other Government agencies, and small business associations.

m. Provides policy guidance to the Agency's small business personnel, activities, and operations. Conducts periodic telecons and meetings to achieve consistency of approach to improve functional performance across the Agency.

n. Serves as a subject-matter expert on all major NASA contracts.

o. Serves on Government-wide boards and task forces that set and revise Federal policy on small and disadvantaged

business utilization.

- p. Assists small businesses in payment issues with the Agency and, where mandated by law, payment issues with major prime contractors.
- q. Acts as first-line mediator in small business/Agency disputes.
- r. Monitors program performance, as well as effectiveness and efficiency of programs and processes.
- s. Oversees reporting as required by Congress, the Office of Management and Budget, and other external bodies.

4.11.2.6.3 SPECIAL RELATIONSHIPS.

The AA for Small Business Programs reports to, and is responsible to, the Deputy Administrator with regard to programmatic matters and metrics.

4.11.2.6.4 LINE OF SUCCESSION. An Acting Assistant Administrator for the Office of Small Business Programs will be named by the Associate Administrator for Institutions and Management, if and when necessary.

4.11.2.7 NASA SHARED SERVICES CENTER

The NASA Shared Services Center mission statement is maintained under Chapter 5 (5.12) because of its role as a Technical Service and Support Center.

4.11.2.8 OFFICE OF HEADQUARTERS OPERATIONS.

4.11.2.8.1 MISSION. The Office of Headquarters Operations provides executive leadership and oversight for services and products necessary to support effective operations. This Headquarters office serves as the single focus on matters pertaining to the planning, execution, and evaluation of Headquarters institutional management activities.

4.11.2.8.2 OVERALL RESPONSIBILITIES. The Executive Director for Headquarters Operations reports to the Associate Administrator for Institutions and Management.

4.11.2.8.2.1 Specifically, the Executive Director for Headquarters Operations:

- a. Develops and implements plans that address the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Manages the office functions by reducing institutional risk to missions.
- c. Manages facilities and administrative services for Headquarters that include facilities planning and lease management, office space assignment and building alterations, building utilities services, conference room scheduling and audio-visual support, furniture acquisition, custodial services, administrative aircraft scheduling and usage reporting, records management, management of the Headquarters Safety and Emergency Preparedness Programs, and personnel and physical security.
- d. Manages information technology (IT) and communications services that include desktop hardware and software acquisition, installation and management, applications software development, computer account administration, computer center management, computer training, IT security, Help Desk, records management, mail operations, forms design, control, and distribution, and telephone, graphics, photographic, and printing/duplication services.
- e. Manages human resources management services for Headquarters that include recruitment, classification, and personnel action processing, compensation services, management of the awards and occupational health programs, labor and employee relations, leave and time and attendance program management, performance management, personnel ceiling control, and retirement services.
- f. Manages equal opportunity (EO) and diversity management services for Headquarters that include the management of Alternative Dispute Resolution services and EO counseling/diversity training, services to individuals with disabilities, and management of Special Emphasis Programs.
- g. Manages logistics and transportation services for Headquarters that include property management, supply and equipment receiving and inspection, furniture and equipment repair, warehousing services, shipment of material, and excess property acquisition and removal.
- h. Manages procurement activities for Headquarters that include grants management and contract solicitation, negotiation, award management, and closeout.

i. Manages training and development services for Headquarters that include career counseling, supervisory and management development, employee skill training, and organizational development.

4.11.2.8.3 SPECIAL RELATIONSHIPS. The Executive Director for Headquarters Operations serves as an adjunct member of NASA's Operations Management Council.

4.11.2.8.4 LINE OF SUCCESSION. In the following order: Director for Human Resources Management; and Director; Information Technology and Communications.

4.11.2.9 OFFICE OF BUDGET MANAGEMENT AND SYSTEMS SUPPORT.

4.11.2.9.1 MISSION. The office provides budget, resources management, and automated business systems services to Headquarters installation operations and supports all Mission Directorates and Mission Support Offices at NASA Headquarters.

4.11.2.9.2 OVERALL RESPONSIBILITIES. The Director for Budget Management and Systems Support reports to the Associate Administrator for Institutions and Management.

4.11.2.9.1 Specifically, the Director for Budget Management and Systems Support:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Manages the office functions by reducing institutional risk to missions.
- c. Formulates the Corporate Management and Operations (CMAO) budget function that funds Headquarters labor, travel, and procurement costs for installation operations and Mission Support Offices' projects and services.
- d. Provides all facets of budget resources allocation, execution control, and oversight of CMAO funds of all customer organizations.
- e. Provides support of the implementation and upgrade of the Integrated Enterprise Management Program (IEMP) and e-Government systems at NASA Headquarters as an operating center.
- f. Provides systems management and configuration, help-desk operations, end-user services, training, and communications for installed business and administrative systems.
- g. Provides integration and communication with internal and external groups as required.
- h. Provides management of the Headquarters Travel Office for Center-wide processing of travel orders and maintenance of the automated travel manager system.
- i. Provides liaison with the GSFC/Regional Finance Office and management of the Working Capital Fund budget for services provided to HQ by the NASA Shared Services Center.

4.11.2.9.3 LINE OF SUCCESSION. In the following order: Lead, Business and Administrative Systems Division; and Lead, Budget Management Division.

4.12 Office of The General Counsel

4.12.1 MISSION. The General Counsel establishes Agency-wide legal policy, provides legal advice, assistance, and Agency-wide functional guidance, ensures the appropriateness of all legal actions and activities Agency wide, and provides binding formal legal opinions on Agency matters. With respect to legal matters and issues, the General Counsel further ensures consistency of approach and eliminates duplication of functional support activities through collaboration, centralization, and/or consolidation of functions between and within Headquarters, the Centers, and separate NASA entities.

4.12.2 OVERALL RESPONSIBILITIES. The General Counsel reports to the NASA Deputy Administrator.

4.12.2.1. Specifically, the General Counsel:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Manages the office functions by reducing institutional risk to missions.

- c. In concurrence with Center Directors, approves the assignment, promotion, discipline, and relief of the principal legal official at each Center and assesses their performance. Provides a written evaluation of the principal legal official at each Center, which shall be attached to each individual's annual performance appraisal.
- d. In concurrence with Center Directors, determines the appropriate staffing complement for Center Chief Counsel Offices.
- e. Provides legal services related to all aspects of NASA activities and rendering final, binding Agency decisions on the legal sufficiency of actions proposed by, arising within, or referred to NASA, including the definitive legal interpretation and consistent application of NASA policies, applicable statutes, regulations, and/or other authorities, while maintaining functional cognizance over all legal services rendered Agency wide.
- f. Administers the NASA intellectual property law program, including retention of the authority to exercise all powers relating to the right of proprietorship or other legal rights.
- g. Administers the NASA commercial practice law program, including the obligation to provide advice and counsel and ensure appropriate coordination of all legal issues relating to enterprises or initiatives of interest to the Agency of a commercial nature (including, but not limited to, partnership activities, such as the innovative partnership programs, as well as commercialization of space exploration and space transportation matters) and continuation of process improvements and dialogue with NASA commercial providers to ensure the most efficient and effective procurement processes are in place and that mutual resolution of organizational conflicts of interest and other impediments to commercial interaction are reduced to the maximum extent possible.
- h. Administers policy and guidance relating to the use of "other transactions" authority.
- i. Administers the NASA Ethics Program, including serving as the Designated Agency Ethics Official, and exercises administrative control over the Agency-wide Ethics Team.
- j. Reviews the NASA legislative program and NASA-proposed Executive orders for legal compliance, sufficiency, and policy consistency.
- k. Serves as the NASA liaison with the Department of Justice (except contacts premised on the Inspector General Act that fall under the cognizance of the Inspector General and those within the specified purview of the NASA Office of Security and Program Protection).
- l. Serves as the NASA liaison with the Executive Office of the President concerning Executive Orders.
- m. Provides direct supervisory oversight over the Agency Acquisition Integrity Program, a multidisciplinary group resident in the Office of the General Counsel, but combines the expertise of the Inspector General, Office of Procurement, and other NASA entities involved with contracts, procurement, and assurance of procurement integrity issues. This program ultimately reports to the Deputy Administrator (or other designated non-career senior official) as the Agency's Chief Acquisition Officer and Suspension and Debarment Authority and coordinates: educational efforts for procurement personnel, Agency actions to identify and coordinate activity involving procurement integrity issues, and ensures appropriate remedies in the interests of the Agency.
- n. Assigns legal counsel to represent NASA interests in all judicial or administrative proceedings.
- o. Provides legal representation for NASA in all Agency negotiations, including those involving foreign governmental or nongovernmental participation and formal regulatory processes.
- p. Investigates, analyzes, determines, settles, or adjudicates administratively all claims or demands against NASA for personal injury or death and/or damage to or loss of property.
- q. Executes appropriate releases from liability for any demands asserted administratively by or against NASA.
- r. Accepts service of process of all papers in official legal proceedings served upon NASA and executes Certificates of Full Faith and Credit on behalf of NASA.
- s. Reviews and determines the legal sufficiency of all NASA regulations, directives, and internal instructions and policies prior to their enactment or the enactment of any revision.
- t. Develops a consistent approach to recruitment, training, and retention of legal professional and support staff to accomplish current and projected future missions. Maintains an Agency training and development planning process designed to foster and mentor candidates for succession to positions of leadership in the legal community, including oversight and administration of NPR 3400.1, Training and Development for the NASA Legal Staff.

- u. Ensures the quality and sufficiency of legal advice provided to NASA Agency wide.
- v. Ensures consistency of approach, including appropriate collaboration, centralization, and/or elimination of duplicative functions in order to ensure the most efficient and effective provision of legal services to the Agency as a whole.
- w. Develops and maintains an effective and efficient system of information sharing to enable Agency-wide access to legal research, opinions, and issue resolutions.
- x. Ensures concurrence from the affected Mission Directorates and Mission Support Offices prior to the imposition of any requirements or policy upon the Agency that will have a significant monetary or time impact on the resources of Mission Directorates, Centers, or Mission Support Offices.
- y. Oversees reporting as required by Congress, the Office of Management and Budget, and other external bodies.

4.12.3 SPECIAL RELATIONSHIPS.

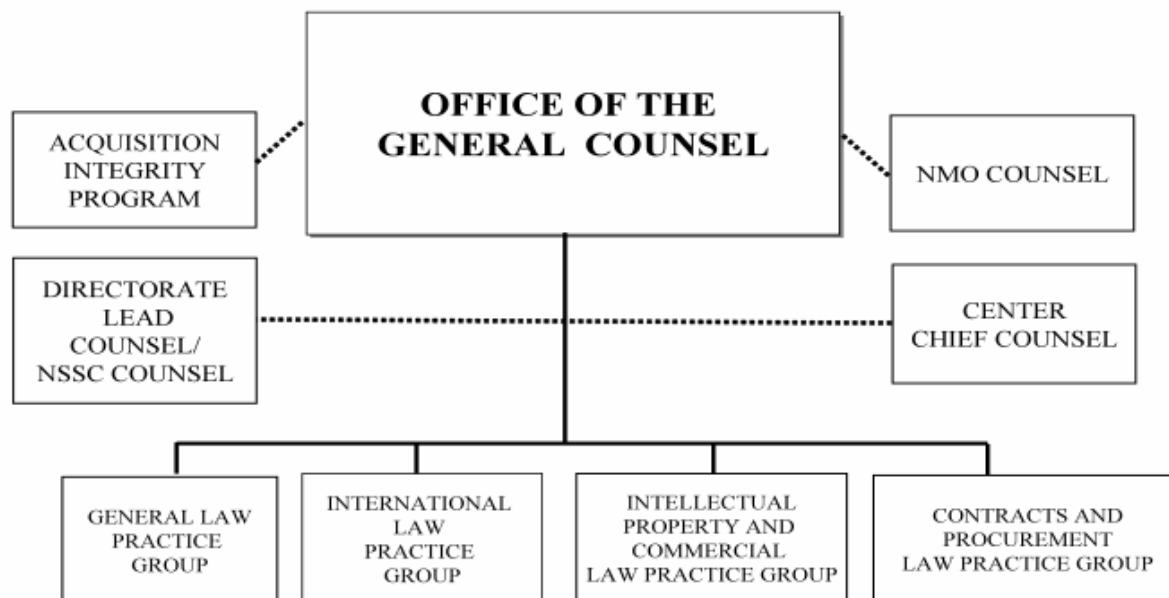
4.12.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

4.12.3.2 Directorate Lead Counsel. The General Counsel assigns Directorate Lead Counsel (DLC) -- experienced senior attorneys from both NASA Headquarters and participating Center Chief Counsel Offices -- to career development positions as "embedded" assets for periods of 12-18 months to Mission Directorates, Mission Support Offices, or other NASA entities by specific agreement between the entity and the General Counsel. DLCs are tasked to provide full-time, on-scene legal support at the Associate Administrator level to ensure legal situational awareness on the part of the Associate Administrator and his or her senior staff and to coordinate matters of importance to the Directorate with both Center Chief Counsel Offices and the Office of the General Counsel.

4.12.3.3 Counsel for NASA Activities Other Than Centers. The General Counsel is responsible for legal support to all non-Center NASA activities Agency wide, including, but not limited to, the NASA Shared Services Center (NSSC) and NASA Management Offices currently existing or developed in the future. The General Counsel will directly assist the directors of such offices and Centers in staffing and will retain cognizance over professional and support staff personnel assignments to these activities.

4.12.4 LINE OF SUCCESSION. In the following order: Deputy General Counsel; Associate General Counsel (International Law Practice Group); Associate General Counsel (Contracts and Procurement Law Practice Group); Associate General Counsel (General Law Practice Group); and Associate General Counsel (Intellectual Property and Commercial Law Practice Group).

OFFICE OF THE GENERAL COUNSEL



4.13 Chief of Strategic Communications

4.13.1 MISSION. The Chief of Strategic Communications works to promote effective NASA communications by ensuring synergy and strategic focus among the Offices of Education, Legislative and Intergovernmental Affairs, and Public Affairs. The Assistant Administrators for the Offices of Education, Legislative and Intergovernmental Affairs, and Public Affairs each reports to the Chief of Strategic Communications. Each office similarly maintains liaison with all other Officials-in-Charge of Headquarters Offices and Center Directors.

4.13.2 OVERALL RESPONSIBILITIES. The Chief of Strategic Communications reports to the NASA Deputy Administrator.

4.13.2.1 Specifically, the Chief of Strategic Communications:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Develops a strategic communications approach for guiding the activities of the Offices of Education, Legislative and Intergovernmental Affairs, and Public Affairs including:
 - 1) Designing and implementing strategies and tactics that support NASA's mission.
 - 2) Advising the Administrator, Deputy Administrator, Associate Administrator, and Chief of Staff on long-range and day-to-day activities involving Agency policy and communications activities.
 - 3) Providing Agency-wide standards for education and public outreach activities and products, and reviewing the education and public outreach activities and products that the Mission Directorates and Centers propose.
 - 4) Developing the ability/flexibility to give timely strategic guidance.
 - 5) Developing Agency-wide internal communications policies and instruments.
 - 6) Building and maintaining the NASA brand.
 - 7) Developing, in coordination with the Office of the Administrator, communications for matters of policy, budgets, and mission.

8) Monitoring program performance and metrics, as well as effectiveness and efficiency of programs and processes.

c. Researches and develops effective, data-driven strategic messages that can be employed Agency-wide and targeted to specific audiences (internal and external) to provide for the widest practicable and appropriate dissemination of information concerning the Agency's activities and results thereof, and to increase public awareness and understanding of NASA and its missions.

d. Ensures the quality of strategic communication activities and achieves consistency of approach, where appropriate, across the Agency through the integration and coordination of Strategic Communications functions and business processes.

e. Serves as a functional strategy owner of the Crosscutting Strategies for Mission Support (CSMS) Plan that outlines crosscutting management strategies, objectives, and actions needed to support the missions. Coordinates and provides input to the CSMS Plan and executes the Plan in alignment and support of NASA's mission and the United States Space Exploration Policy. Manages the office functions by reducing institutional risk to missions.

f. Ensures that the development of written annual implementation plans for the Offices of Education, Legislative and Intergovernmental Affairs, and Public Affairs, supports the strategic communications plan of NASA, are both strategic and operational in nature, and work synergistically and harmoniously across Functional Support Offices, Mission Directorates, and Centers.

g. Holds the Offices of Education, Legislative and Intergovernmental Affairs, and Public Affairs accountable for their annual performance, as well as setting specific strategies applicable to each office's functions in support of the Agency's priorities. h. Individual mission statements for the functional offices reporting to the Office of the Chief of Strategic Communications can be accessed as follows.

OFFICE OF STRATEGIC COMMUNICATIONS



4.13.2.1. Office of Legislative and Intergovernmental Affairs

4.13.2.2. Office of Public Affairs.

4.13.2.3. Office of Education.

4.13.3 SPECIAL RELATIONSHIPS. The Chief of Strategic Communications serves as a member of NASA's Strategic Management Council (SMC), Operations Management Council (OMC), and Program Management Council (PMC) as an invited attendee.

4.13.4 LINE OF SUCCESSION. In the following order: Assistant Administrator for Legislative and Intergovernmental Affairs; Assistant Administrator for Public Affairs; and Assistant Administrator for Education.

4.13.2.1 OFFICE OF LEGISLATIVE AND INTERGOVERNMENTAL AFFAIRS.

4.13.2.1.1 MISSION. The office provides executive leadership, direction, and coordination of all communications and relationships related to legislative issues between NASA and the U.S. Congress, state and local government, and space-related associations and citizen's group.

4.13.2.1.2 OVERALL RESPONSIBILITIES. The Assistant Administrator (AA) for Legislative and Intergovernmental Affairs reports to the Chief of Strategic Communications.

4.13.2.1.2.1 Specifically, the AA for Legislative and Intergovernmental Affairs:

- a. Develops and implements plans that address the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Serves as the principal advisor to the Office of the Administrator and provides consultation to NASA officials Agency wide concerning all matters involving relations with the U.S. Congress and state and local governments.
- c. Defines program objectives and top-level requirements. Develops and oversees Agency-wide policies, strategies, programs, and processes.
- d. Establishes and maintains liaison with Members of Congress, their staff, and support organizations; the Executive Office of the President and other departments and agencies; and state and local government offices on legislative matters.
- e. Arranges for representation by NASA at congressional hearings, investigations, and other legislative meetings affecting NASA; briefs officials representing NASA on the legislative aspects of their appearances; and reviews statements and other materials to be presented to ensure that they reflect the Administration's and NASA's management policies and objectives.
- f. Assists Members of Congress and their staffs in securing appropriate information or assistance. Receives, acknowledges, and replies to congressional inquiries and requests, coordinating such replies within NASA and with other agencies.
- g. Establishes and maintains a legislative reference service to meet the needs of all Agency officials.
- h. Ensures compliance by NASA with congressional reporting requirements and coordinates the clearance of legislative matters proposed outside of NASA with other elements of the Executive Branch.
- i. Establishes and maintains liaison with representatives of space-related industry, trade associations, think tanks, and nonprofits/NGOs regarding legislative matters.
- j. Monitors program performance, as well as effectiveness and efficiency of programs and processes.
- k. Manages the MSO functions by reducing institutional risk to missions.
- l. In concurrence with Center Directors, approves the assignment, promotion, discipline, and relief of the principal Legislative Affairs official at each Center and assesses their performance. Provides a written evaluation of the principal Legislative Affairs official at each Center, which shall be attached to each individual's annual performance appraisal.
- m. In concurrence with Center Directors, determines the appropriate staffing complement for Center Legislative Affairs offices.

4.13.2.1.3 SPECIAL RELATIONSHIPS. The AA for Legislative and Intergovernmental Affairs assigns Legislative and Intergovernmental Affairs Specialists to selected Mission Directorate offices. These Legislative and Intergovernmental Affairs Specialists work with the assigned Associate Administrators and their staffs, providing professional legislative affairs support. The Legislative and Intergovernmental Affairs Specialists report to the relevant Legislative and Intergovernmental Affairs Division Director and have direct access to the AA and Deputy AA for Legislative and Intergovernmental Affairs.

4.13.2.1.4 LINE OF SUCCESSION. In the following order: Deputy AA for Legislative and Intergovernmental Affairs; Deputy AA for Strategy and Plans; and Director, Legislative Liaison Division.

4.13.2.2 OFFICE OF PUBLIC AFFAIRS.

4.13.2.2.1 MISSION. The office provides for the widest practicable and appropriate dissemination of information to

news media and the general public concerning the objectives, methods, and results of NASA programs.

4.13.2.2.2 OVERALL RESPONSIBILITIES. The Assistant Administrator (AA) for Public Affairs reports to the Chief of Strategic Communications.

4.13.2.2.2.1 Specifically, the AA for Public Affairs:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Serves as the principal advisor to the Office of the Administrator concerning day-to-day communications to, and relations with, the NASA Team, the media, and the general public.
- c. Defines Agency communications objectives and top-level requirements with the news media and develops and oversees Agency-wide media communications policies, strategies, and processes.
- d. Leads an Agency-wide program to establish and maintain open and credible communications channels to the NASA Team, the news media, and the general public involving all NASA programs and Centers.
- e. Determines the public affairs requirements for customized news and information products and services.
- f. Adopts emerging technologies required for the dissemination of information.
- g. Establishes NASA-wide policy on public affairs, with oversight responsibility for communication to the news media and general public from all NASA mission directorates, programs, and Field Centers.
- h. Coordinates Agency-wide public inquiries activities. The establishment of the Public Inquiries Management Office centralizes the Agency's management for responding to incoming public inquiries, regardless of the medium - paper mail, e-mail, and voice mail communications.
- i. Ensures statutory, regulatory, and fiduciary compliance.
- j. Monitors program performance, as well as effectiveness and efficiency of programs and processes.
- k. Provides liaison to external organizations performing similar functions and to stakeholders who establish Government-wide policy and requirements.
- l. Oversees reporting as required by Congress, OMB, and other external bodies.
- m. Manages the office functions by reducing institutional risk to missions.
- n. In concurrence with Center Directors, approves the assignment, promotion, discipline, and relief of the principal Public Affairs official at each Center and assesses their performance. Provides a written evaluation of the principal Public Affairs official at each Center, which shall be attached to each individual's annual performance appraisal.
- o. In concurrence with Center Directors, determines the appropriate staffing complement for Center Public Affairs offices.

4.13.2.2.3 SPECIAL RELATIONSHIPS. The AA shall assign Public Affairs Specialists to selected program offices to serve as co-located Public Affairs Officers. These Public Affairs Officers will work with the assigned Assistant/Associate Administrators and their staffs, providing professional public affairs support.

4.13.2.2.4 LINE OF SUCCESSION. In the following order: Deputy AA; News Services Division Director; Public Services and Protocol Division Director; and Deputy News Services Division Director or the Deputy Public Services and Protocol Division Director (to be determined by senior management).

4.13.2.3 OFFICE OF EDUCATION.

4.13.2.3.1 MISSION. The Assistant Administrator (AA) for Education provides Agency leadership and programmatic oversight for NASA's external education programs. The AA for Education has the responsibility to leverage NASA's unique mission content, facilities, and workforce. Education is a cross-cutting process that engages the public in shaping and sharing the experience of exploration and discovery.

4.13.2.3.2 OVERALL RESPONSIBILITIES. The Assistant Administrator for Education reports to the Chief of Strategic Communications.

4.13.2.3.2.1 Specifically, the AA for Education:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan. Defines program objectives and top-level requirements.
- b. Leads the development of an implementation plan (including goals, objectives, and metrics) to guide the conduct of the Agency's external education programs and monitors and reports progress against goals and objectives. Establishes the Agency's Education Annual Performance Goals (APG).
- c. Presents, advocates, and leads programs, projects, and activities consistent with the NASA Strategic Plan, policies, and education program priorities directed toward primary and secondary education students and educators; higher education students, faculty, and institutions; and, informal education institutions and organizations. The purpose is to strengthen NASA and the Nation's workforce by inspiring and motivating students to pursue careers in science, technology, engineering, and mathematics and to engage the public in NASA's mission through partnerships and alliances.
- d. Ensures statutory, regulatory, and fiduciary compliance. Ensures compliance, in partnership and coordination with the Assistant Administrator for Diversity and Equal Opportunity, with all relevant Executive orders such as those specific to the Agency's interaction with Historically Black Colleges and Universities, Hispanic Serving Institutions, Tribal Colleges and Institutions, and Other Minority Institutions.
- e. Chairs the Agency's Education Coordinating Committee to ensure consistency of program formulation, strategy, and implementation across the Agency. Coordinates and integrates NASA's education strategic framework, implementation approach, and policies.
- f. Leads the process for development and execution of education budget requirements, including the budget approval process, manages corporate resource implementation, and monitors financial performance.
- g. Provides corporate communications and advocacy to education partners and the public and develops national partnership networks and an infrastructure to disseminate NASA education content and activities developed by the Office of Education, Mission Directorates, Centers, and education partners.
- h. Provides liaison to external organizations performing similar functions and entities that establish Government-wide policies and requirements.
- i. Solicits external advice, and represents the Agency externally, in coordination with the Offices of Legislative and Intergovernmental Affairs and External Relations especially in interacting with Congress, the OMB, and other Federal agencies.
- j. Provides oversight of education expenditures from all Agency sources to ensure that expenditures investments conform to the Agency's education mission, goals, and priorities and provides recommendations as appropriate to address deficiencies. For instances where Mission Directorate expenditures do not appear to conform to the overall education program objectives, the AA for Education is responsible for final decisions regarding investments, with the consultation of the Chief of Strategic Communications and the affected Mission Directorate/internal Agency stakeholder. If necessary, the Chief of Strategic Communications will bring items of disagreement to the Operations Management Council.
- k. Monitors program performance, effectiveness, and efficiency of programs and processes and oversees reporting as required by Congress, OMB, and other external bodies. The AA for Education, in coordination with the Education Coordinating Committee, establishes appropriate systems to track and report Agency-wide expenditures for education activities, thereby allowing the Agency to document educational expenditures and to monitor progress toward the Agency's strategic goals.
- l. Manages the MSO functions by reducing institutional risk to missions.
- m. In concurrence with Center Directors, approves the assignment, promotion, discipline, and relief of the principal Education official at each Center and assesses their performance. Provides a written evaluation of the principal Center Education official at each Center, which shall be attached to each individual's annual performance appraisal.
- n. In concurrence with Center Directors, determines the appropriate staffing complement for Center Education offices.

4.13.2.3.3 SPECIAL RELATIONSHIPS.

The AA for Education provides leadership and oversight in developing, implementing, and integrating the education investments across the Agency under a cohesive, unified Education portfolio.

4.13.2.3.4 LINE OF SUCCESSION. In the following order: Deputy Assistant Administrator Planning, Policy and Evaluation; and Deputy Assistant Administrator for Integration.

4.14 Office of External Relations

4.14.1 MISSION. The Office of External Relations (OER) provides executive leadership and coordination for all NASA international activities and partnerships and for policy interactions between NASA and other U.S. Executive Branch offices and agencies. OER serves as the principal Agency liaison with the National Security Council, the Office of Science and Technology Policy, the Department of State, and the Department of Defense. OER also directs NASA's international relations; negotiates cooperative and reimbursable agreements with foreign space partners; provides management oversight and staff support of NASA's advisory committees, commissions and panels; manages the NASA Export Control Program and policy regarding foreign travel by NASA employees and manages the NASA History Division.

4.14.2 OVERALL RESPONSIBILITIES. The Assistant Administrator (AA) for External Relations reports to the Deputy Administrator.

4.14.2.1 Specifically, the AA for External Relations:

- a. Develops and implements plans that address the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Manages the office functions by reducing institutional risk to missions.
- c. Directs NASA's international relations through the development, coordination, and implementation of Agency international policies and the development, coordination, and negotiations of NASA international agreements.
- d. Serves as the principal advisor to the Office of the Administrator and provides consultation to NASA officials on matters involving external/international relations.
- e. Disseminates information on foreign aerospace-related developments of programmatic interest to other NASA offices.
- f. Serves as the coordinator of Agency-level interaction with U.S. Executive Branch offices and agencies, ensuring that the implementation of Agency programs is consistent with the U.S. Government domestic and foreign policies, and facilitates NASA participation in selected interagency forums.
- g. Serves as the focal point for Agency-wide Export Control Program and J-1 Visitor program and oversees NASA foreign travel policy.
- h. Serves as the Agency focal point for Federal advisory committees and Federal Government-wide commissions and advisory activities, ensuring compliance and managing operations.
- i. Manages the NASA History Division.
- j. Ensures statutory, regulatory, and fiduciary compliance.
- k. Monitors program performance, as well as effectiveness and efficiency of programs and processes.
- l. Provides liaison to external organizations performing similar functions and that establish Government-wide policies and requirements.
- m. Oversees reporting as required by Congress, OMB, and other external bodies.

4.14.3 SPECIAL RELATIONSHIPS.

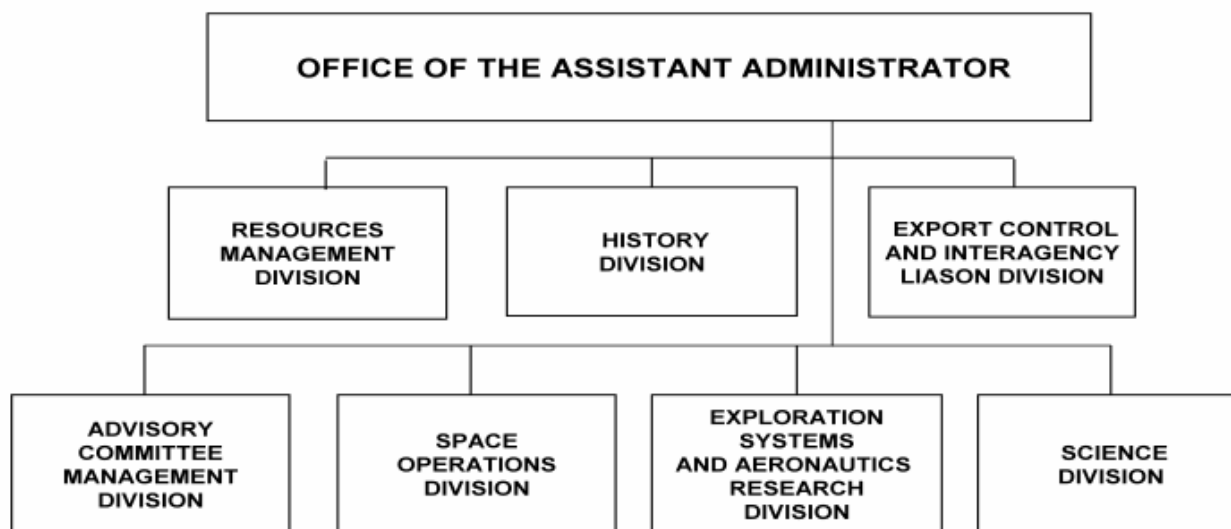
4.14.3.1 The AA for External Relations serves as a member of the Strategic Management Council and an adjunct member of the Operations Management Council.

4.14.3.2 The AA for External Relations assigns international program specialists to selected Mission Directorates that are aligned to focus on specific countries. These International Program Specialists work with the assigned Associate Administrators and their staffs, providing international relations support. The International Program Specialists report to the relevant External Relations Division Director and have access to the AA and Deputy AA for External Relations.

4.14.4 LINE OF SUCCESSION. In the following order: Deputy Assistant Administrator; Director, Export Control and

Interagency Liaison Division; Director, Space Operations Division; Director, Exploration Systems and Aeronautics Division; Director, Science Division; and Director, Advisory Committee Management Division.

OFFICE OF EXTERNAL RELATIONS



4.15 Office of The Inspector General

4.15.1 OFFICE MISSION. The Office of the Inspector General (OIG) is an independent and objective unit created by Public Law 95-452, the Inspector General Act. The OIG conducts independent and objective audits and investigations and other evaluations of Agency programs and operations; promotes economy, effectiveness, and efficiency within the Agency; prevents and detects crimes, fraud, waste, and abuse; reviews and makes recommendations regarding existing and proposed legislation and regulations; and keeps the NASA Administrator and Congress fully and currently informed of problems in Agency programs and operations.

4.15.2 OVERALL RESPONSIBILITIES. The Inspector General (IG):

- a. Conducts and supervises audits and investigations relating to NASA's programs and operations.
- b. Provides leadership and coordination and recommends policies for activities designed (A) to promote economy, efficiency, and effectiveness in the administration of, and (B) to prevent and detect fraud and abuse in, NASA's programs and operations.
- c. Provides a means for keeping the Administrator and the Congress fully and currently informed about problems and deficiencies relating to the administration of NASA's programs and operations and the necessity for and progress of corrective action.
- d. Reviews existing and proposed legislation and regulations relating to NASA's programs and operations.
- e. Audits, or selects an independent external auditor to audit, the Agency's financial statements in accordance with generally accepted government auditing standards.
- f. Reports expeditiously to the Attorney General whenever the IG has reasonable ground to believe there has been a violation of Federal criminal law.
- g. Prepares semiannual reports summarizing the activities of the office.
- h. Reports immediately to the Administrator whenever the IG becomes aware of particularly serious and flagrant problems, abuses, or deficiencies relating to the administration of programs and operations of NASA.
- i. Develops and executes the IG budget and controls and expends funds in a separate appropriation account for the

OIG.

j. Issues subpoenas for production of all information and documentary and other evidence necessary.

k. Administers or takes from any person an oath, affirmation, or affidavit, whenever necessary.

l. Directly and promptly accesses the NASA Administrator.

m. Selects, appoints, and employs such officers and employees as may be necessary for carrying out the functions, powers, and duties of the office.

4.15.3. SPECIAL RELATIONSHIPS.

4.15.3.1 The IG is appointed by the President, by and with the advice and consent of the U.S. Senate.

4.15.3.2 The IG reports to and is under the general supervision of the Administrator or, to the extent such authority is delegated, the officer next in rank below the Administrator, but shall not report to, or be subject to supervision by, any other officer of NASA. Neither the Administrator nor the officer next in rank below shall prevent or prohibit the IG from initiating, carrying out, or completing any audit, investigation, or review, or from issuing any subpoena during the course of any audit or investigation.

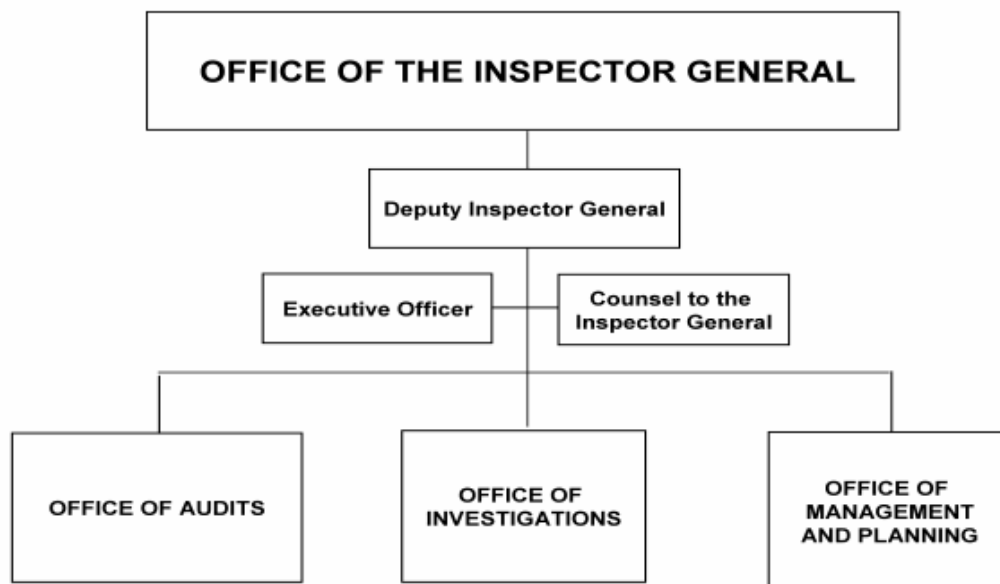
4.15.3.3 The IG may be removed from office by the President. If the IG is removed from office or is transferred to another position or location within NASA, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer.

4.15.3.4 Serves as a member of the President's Council on Integrity and Efficiency, established under Section 1 of Executive Order 12805, dated May 1, 1992.

4.15.3.5 Serves as a member of a Data Integrity Board established to oversee agency matching programs in accordance with the Privacy Act, 5 U.S.C. S 552a.

4.15.4 LINE OF SUCCESSION. In the following order: Deputy Inspector General; Assistant Inspector General for Investigations; Assistant Inspector General for Auditing; Counsel to the Inspector General; and Assistant Inspector General for Management and Planning. The process for designating an Acting Inspector General is set forth at 5 U.S.C. S 3345 et. seq.

OFFICE OF THE INSPECTOR GENERAL



4.16 Office of The Chief Health and Medical Officer

4.16.1 MISSION. The Office of the Chief Health and Medical Officer (OCHMO) serves as the focal point for policy formulation, oversight, coordination, and management of all NASA health and medical matters in all environments, and medical emergency preparedness and contingency operations and response.

4.16.2 OVERALL RESPONSIBILITIES. The Chief Health and Medical Officer (CHMO) reports to the NASA Deputy Administrator.

4.16.2.1 Specifically, the Chief Health and Medical Officer:

- a. Provides review and oversight of health care delivery, assurance of professional competency, and quality and consistency of health care services Agency wide.
- b. Formulates health care and medical policies for, and provides oversight of, activities related to crew health and medical operations for exploration in and beyond low-Earth orbit.
- c. Establishes and maintains medical and human health-related standards and appropriate levels of medical care for all NASA activities and develops and implements processes for approving these standards.
- d. Serves as the Agency Technical Authority for all health and medical requirements and matters.
- e. Works with Mission Directorate Associate Administrators to review all human health-related program plans and requirements for compliance with established medical and health-related standards and practices.
- f. Reviews and approves medical requirements and research products as ready for operational implementation through the established Transition to Medical Practice process.
- g. Ensures Agency compliance with all statutory and regulatory requirements regarding the safe and ethical execution of research involving human and animal subjects.
- h. Ensures Agency compliance with all statutory and regulatory requirements regarding the safe and ethical execution of medical practice.
- i. Supports the Mission Directorates as appropriate regarding selection of research and development projects relative to research subjects, human health, and medical matters.
- j. Supports the Space Operations Mission Directorate in all activities pertinent to human space flight mission execution.
- k. Manages the MSO functions by reducing institutional risks to missions.
- l. Leads the Agency's efforts to improve management and deliver results in support of the President's Management Agenda - Federal Health IT Interoperability (in collaboration with the Office of the Chief Information Officer).
- m. Ensures coordination with the Office of External Relations when health and medical and research subject matters have implications for international partners or NASA's international activities.
- n. Coordinates NASA health and medical issues, policies, and programs with other NASA organizations, other Government agencies, industry, international participants, and academia.
- o. Ensures that all employees are provided healthful workplaces free from exposures to harmful substances or conditions.
- p. Serves as the Designated Agency Safety and Health Officer (DASHO) liaison to the Department of Labor.

4.16.3 SPECIAL RELATIONSHIPS.

4.16.3.1 The CHMO is the principal advisor to both the Administrator and the Deputy Administrator on health and medical requirements, matters of astronaut health, research subject protection, and matters to ensure the mental and physical health and well-being of the NASA workforce in all environments.

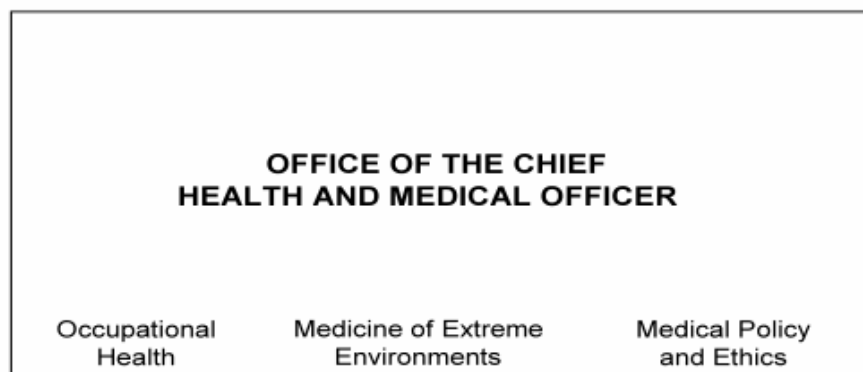
4.16.3.2 The CHMO serves as the NASA liaison to the Occupational Safety and Health Administration, along with representatives from the Office of Safety and Mission Assurance.

4.16.3.3 The OCHMO serves as the primary NASA liaison to the Department of Health and Human Services, the Department of Defense, the Department of Homeland Security, the Department of Transportation, and other Federal departments concerning health and medical matters and research subject protection as appropriate.

4.16.3.4 The OCHMO maintains a standing committee of the Institute of Medicine to advise NASA on Aerospace Medicine and Medicine of Extreme Environments.

4.16.4 LINE OF SUCCESSION. In the following order: Director, Medicine of Extreme Environments Division; and Director, Occupational Health Division.

OFFICE OF THE CHIEF HEALTH AND MEDICAL OFFICER



4.17 Office of Security and Program Protection

4.17.1 MISSION. The office serves as the focal point for policy formulation, oversight, coordination and management of the Agency security, counter-intelligence (CI), counter-terrorism (CT), emergency preparedness planning, and continuity of operations functions.

4.17.2 OVERALL RESPONSIBILITIES. The Assistant Administrator (AA) for Security and Program Protection reports to the Deputy Administrator.

4.17.2.1 Specifically, the AA for Security and Program Protection:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Manages the office functions by reducing institutional risk to missions.
- c. In concurrence with Center Directors, approves the assignment, promotion, discipline, and relief of the Chief of Protective Services or the Chief of Security (whichever is the more senior position) at each Center and assesses their performance. Provides written evaluations of the Chief of Protective Services or the Chief of Security at each Center, which shall be attached to each individual's annual performance appraisal.
- d. In concurrence with Center Directors, determines the appropriate staffing complement for Center security offices.
- e. Develops Agency-wide policies, strategies, programs, and processes and oversees Agency-wide implementation and integration of NASA Security and Program Protection responsibilities and functions.
- f. Serves as the senior security, counterterrorism, counterintelligence, program protection, and emergency preparedness and response advisor to the Administrator.
- g. Provides executive management security and program protection policy direction and requirements and ensures, through Agency-wide advocacy, that adequate resources are identified and committed to the security program.
- h. Manages and oversees NASA's contribution to national-level policy making for: security, internal policy formulation, oversight, guidance, advice, and assistance to NASA Center security programs and initiatives designed to protect NASA personnel (including on-site contractors and visitors), classified national security information, critical

essential infrastructure and key resources, physical assets, and, in concurrence with the Office of the Chief Information Officer (OCIO), policy governing sensitive but unclassified information.

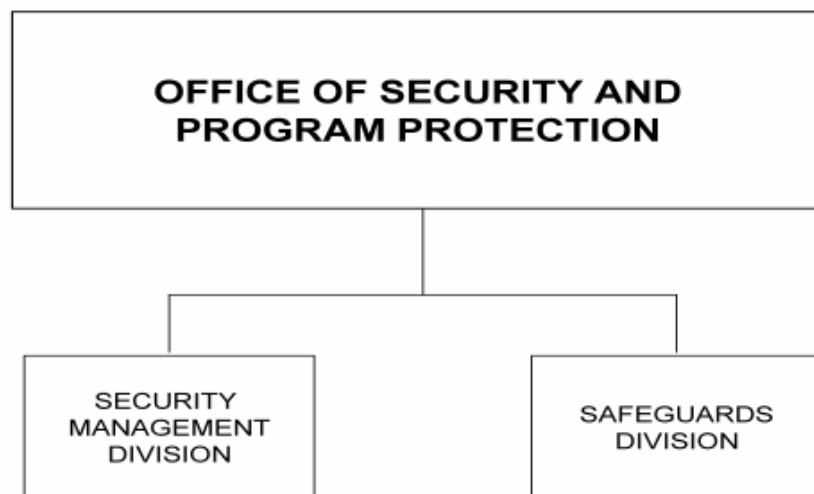
- i. Develops and implements NASA initiatives to detect, deter, and neutralize acts involving espionage, intelligence activities, sabotage and/or terrorist activities conducted for or on behalf of foreign powers, organizations, or persons.
- j. Provides central oversight for all communications security (COMSEC) and national security information systems within NASA, including accreditation of IT systems processing classified information, and serves as NASA's liaison with the National Security Agency, Department of Defense, and the intelligence community for processing national security information.
- k. Coordinates, manages, and directs the Counterintelligence/Counterterrorism Program Agency wide, including analysis, investigations, liaison, training, and oversight of counterintelligence resources.
- l. In partnership with the OCIO, who is responsible for the protection and enforcement of SBU information that is in electronic forms (i.e., in computer systems), jointly formulate policy for the protection of sensitive but unclassified (SBU) information. The Office of Security and Program Protection will be responsible for the protection and enforcement of SBU information that is not in electronic format.
- m. Provides Agency-central service for the operation of the Sensitive Compartmented Information program and security management of NASA Special Access Programs.
- n. Coordinates with the intelligence community regarding analysis centered on identifying threats to NASA and coordinating Agency technical support to the intelligence community during times of emergency.
- o. Provides Agency central service for the adjudication of clearances for national security positions.
- p. Provides central oversight for all emergency preparedness, response, and continuity of operations programs and initiatives designed to ensure NASA is prepared to respond to all emergency situations (fire, security, law enforcement, and emergency management) that would affect NASA missions and infrastructure or those affecting external agencies (including the Department of Defense, the Department of Homeland Security, including the Federal Emergency Management Agency) with which NASA has support responsibilities under the National Response Plan.
- q. Provides program management for development and implementation of the NASA Foreign National Visitor Program and systems management and administration of the NASA Foreign National Management System.
- r. Ensures statutory, regulatory, and fiduciary compliance for the Office of Security and Program Protection.
- s. Monitors program performance, as well as effectiveness and efficiency of programs and processes within the purview of the Office of Security and Program Protection.
- t. Oversees reporting for activities within the purview of the Office of Security and Program Protection as required by Congress, the Office of Management and Budget, and other external bodies.

4.17.3 SPECIAL RELATIONSHIPS.

- a. The AA is the senior security, counterterrorism, counterintelligence, and emergency preparedness and response advisor to the NASA Administrator and:
- b. Represents NASA on national-level policy-making groups for security and emergency preparedness.
- c. Serves as principal representative to the National Security Agency, Central Intelligence Agency, National Reconnaissance Organization, Department of Defense, Federal Emergency Management Agency, and Department of Homeland Security, on issues related to security, intelligence, national security systems, emergency preparedness, and NASA R&D efforts related to Emergency Preparedness and Response and Critical Infrastructure Protection Program.
- d. Maintains liaison and establishes working relationships with counterparts in other Government agencies and industry and ensures coordination with the NASA Office of Inspector General on suspected or actual criminal violations and issues of mutual concern, as appropriate.
- e. Coordinates with the OCIO on IT security issues.
- f. Serves as an adjunct member of NASA's Operations Management Council.

4.17.4 LINE OF SUCCESSION. In the following order: Deputy Assistant Administrator; Director Security Management Division; and Director Safeguards Division.

OFFICE OF SECURITY AND PROGRAM PROTECTION



4.18 Innovative Partnerships Program Office

4.18.1 MISSION. The Innovative Partnerships Program Office (IPPO) provides needed technology and capabilities for NASA's Mission Directorates' programs and projects through investments and partnerships with industry, academia, Government agencies, and National Laboratories. IPPO also facilitates the transfer of technology developed by NASA for commercial application and other benefits to the Nation. As one of NASA's Mission Support Offices, IPPO supports all Mission Directorates and has program offices at each of the Centers. In addition to leveraged technology investments, dual-use technology-related partnerships, and technology solutions for NASA, IPPO enables cost avoidance and accelerates technology maturation. IPPO also encourages and facilitates the pursuit of appropriate partnerships with the emerging commercial space sector.

IPPO implements its mission through the following program elements: Technology Infusion which includes the Small Business Innovative Research (SBIR)/Small Business Technology Transfer (STTR) Programs and the IPP Seed Fund; Innovation Incubator which includes Centennial Challenges, Innovation Transfusion, and efforts to facilitate the purchase of services from and encourage partnerships with the emerging commercial space sector; and Partnership Development which includes Intellectual Property management and Technology Transfer and new innovative partnerships.

Together these program elements increase NASA's connection to emerging technologies in external communities, enable targeted positioning of NASA's technology portfolio in selected areas, and secure NASA's intellectual property to provide fair access and to support NASA's strategic goals. Technology transfer through dual-use partnerships and licensing also creates many important socio-economic benefits for the Nation.

4.18.2 OVERALL RESPONSIBILITIES. The Director for the Innovative Partnerships Program Office (IPPO) reports to the Associate Administrator.

4.18.2.1 Specifically, the Director for the Innovative Partnerships Program Office:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Manages the office functions by reducing institutional risk to missions.
- c. Establishes policy and provides strategic direction, oversight, budget allocation, and executive management of the various IPP program elements and implements those program elements on an Agency-wide basis.
- d. Implements NASA's technology transfer activities, consistent with policy and legislation, including 15 USC Sec.

3710 (Utilization of Federal technology) and Executive Order No. 12591 (Facilitating Access to Science and Technology).

e. Implements NASA's SBIR Program, consistent with the Small Business Innovation Department Act of 1982 (PL-97-219).

f. Implements NASA's STTR Program, consistent with the Small Business Technology Transfer Program Act of 1992 (PL 102-564).

g. Delivers technology to the Mission Directorates by originating and facilitating partnerships, including non-traditional partnerships, and by targeting IPP investments such as SBIR/STTR and Seed Fund to Mission Directorate technology needs.

h. Implements the IPP Investment Seed Fund with NASA's Field Centers to induce partnering with external entities on a cost-shared basis for the purposes of developing technological innovations targeted to the Mission Directorates.

i. Conducts prize competitions through the Centennial Challenges program for the purposes of encouraging innovative solutions by the public to specific technical problems of NASA's Mission Directorates, consistent with legislative prize authority (P.L. 109-155, Section 314).

j. Ensures that the Agency meets its statutory and regulatory obligations for Intellectual Property Management (42 USC 2457), which includes management of New Technology Reporting processes (NASA FAR supplement 1827), and conducts relevant assessments and evaluations for the purposes of protecting the USG's rights in its inventions (15 USC 3710), as well as licensing such technology for commercial application, other national benefit, and possible future use by NASA to meet mission needs.

k. Provides coordination and integration with Inventions and Contributions Board activities so as to strengthen New Technology Reporting compliance through recognition of accomplishments and monetary awards.

l. Encourages and facilitates the pursuit of appropriate partnerships with the emerging commercial space sector, consistent with 42 USC 2473 (a) (3-4), and through partnering and initiatives such as Facilitated Access to the Space environment for Technology development and Training (FAST). Such pursuits include coordinating and interacting with other NASA activities or organizations encouraging commercial space, such as the Commercial Crew and Cargo Office.

m. Provides leadership and management oversight for the IPP offices at each of the ten NASA Field Centers, established in accordance with 15 USC 2710 (b) (Establishment of Research and Technology Applications Offices); works with all Centers to ensure an integrated program that can best serve the technology needs of NASA's Mission Directorates; and transfers NASA technology to achieve the greatest benefit to the public.

n. Provides an information technology infrastructure to efficiently collect, compile, monitor, analyze, and report management data (including data on partnerships and licenses) to support decision making.

o. Facilitates exchange and cross training among Center and HQ personnel, as well as other Government Agency and private sector personnel as appropriate, to create a robust environment for innovative technologies and processes that will benefit NASA's missions.

4.18.3 SPECIAL RELATIONSHIPS.

a. Management of the SBIR and STTR Program Elements requires maintaining strong relationships with the Small Business Administration (SBA), which oversees the implementation of SBIR and STTR programs by eleven implementing Federal agencies; the SBA reviews the agencies' operations and results and reports to Congress annually.

b. IPPO reports on NASA's technology transfer activities annually to the Department of Commerce, who in turn compiles NASA's information with that of other Federal agencies and reports to Congress in accordance with the Federal Technology Transfer Act 1986.

c. IPPO proactively engages the Mission Directorates and their programs and projects at the Centers for the purposes of maintaining knowledge of NASA's technology needs and infusing technologies developed through the IPP portfolio to meet those needs.

d. IPPO has an office at each Center and works with all Centers to establish an integrated program that can best serve the technology needs of NASA's Mission Directorates and to transfer NASA technology to achieve the greatest benefit to the public.

4.18.4 LINE OF SUCCESSION. In the following order: Deputy Director; Technology Infusion Program Executive; Innovation Incubator Program Executive; and Chief Technologist.

INNOVATIVE PARTNERSHIPS PROGRAM OFFICE



INNOVATIVE PARTNERSHIPS PROGRAM OFFICE

4.19 Office of Program and Institutional Integration

4.19.1 MISSION. On behalf of the NASA Deputy Administrator and the Associate Administrator, the Office of Program and Institutional Integration (OPII) integrates decision-making processes and identifies and resolves issues that cross programmatic and/or institutional lines and provides independent leadership and decision making for selected cross-cutting initiatives.

4.19.2 OVERALL RESPONSIBILITIES. The Director, Program and Institutional Integration, reports to the Deputy Administrator and the Associate Administrator.

4.19.2.1 Specifically, the Director for Program and Institutional Integration:

- Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.

- Manages the office functions so as to reduce risk to NASA's mission.

- Provides contract management and programmatic and institutional implementation oversight at the Jet Propulsion Laboratory, California Institute of Technology and at the Applied Physics Laboratory, Johns Hopkins University.

- Administers the Deep Space Network contracts with the governments of Spain and Australia, as well as a number of interagency acquisitions and other procurements.

- Serves as the focal point for Centers and Headquarters on matters relating to integration activities and initiatives.

- Balances the competing requirements and priorities of Mission Directorates, Mission Support Offices, and Centers involving healthy programs, healthy Centers, core competencies, and external mandates.

- Provides analytical decision support to the Deputy Administrator and the Associate Administrator in their roles as Control Account Managers for the Agency Management and Operations (AMO), Institutional Investments, and Center Management and Operations budgets.

- Manages the Agency Management and Operations, Institutional Investments, and Center Management and Operations budgets as delegated by the Principals.

- Conducts studies, as needed, concerning programmatic and institutional crosscutting issues.

- Conducts high-level review and analysis of projected and actual performance of Centers' support activities, in coordination with the cognizant Mission Support Offices.

- Provides oversight of reimbursable contract activities at the Centers.

l. Provides oversight of the Sponsored Research and Education Support Services contract and support to the NASA customers of the contract for solicitation processing, peer review, conferences, workshops and meeting activities for the Agency.

m. With the Office of Human Capital Management, leads and integrates workforce planning activities at the Agency level.

n. Serves as Chair of the Senior Assessment Team, which coordinates the development of NASA's Integrated Internal Control Plan, determines appropriate assessable units for review and analysis, identifies internal control deficiencies within the Agency's management systems, and recommends appropriate action in the overall best interests of the Agency.

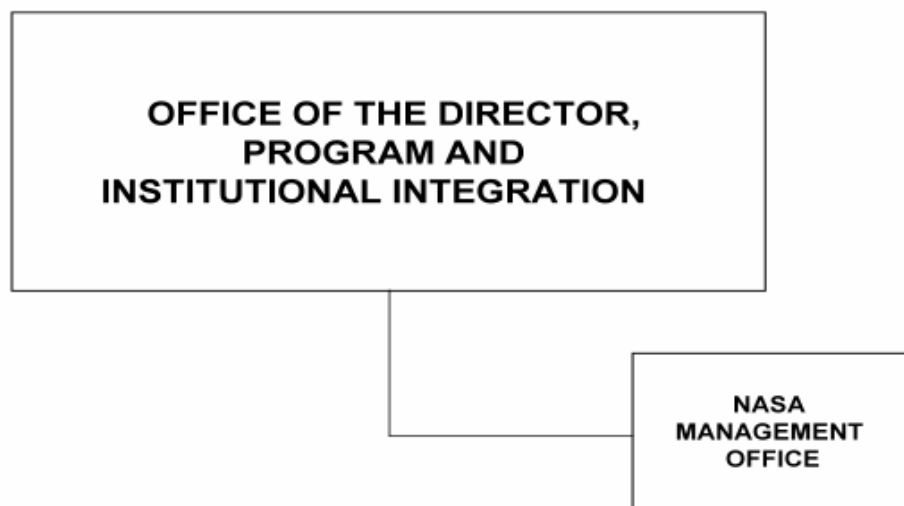
4.19.3 SPECIAL RELATIONSHIPS.

4.19.3.1 The Director, Program and Institutional Integration serves as an adjunct member of NASA's Operations Management Council and a member of the Program Management Council.

4.19.3.2 The Office of the Chief Financial Officer provides the Office of Program and Institutional Integration with resource management support for the execution of the Agency Management and Operations (AMO) and Center Management and Operations (CMO) Budgets.

4.19.4 LINE OF SUCCESSION. In the following order: Deputy Director, Program and Institutional Integration; Director, NASA Management Office; and the senior Management and Program Analyst.

OFFICE OF PROGRAM AND INSTITUTIONAL INTEGRATION



Chapter 5: Mission Statements and Organizational Charts for Centers, NASA's Federally Funded Research and Development Center, Technical & Service Support Centers

5.1 Ames Research Center

5.1.1 MISSION. Ames Research Center (ARC), located in California's Silicon Valley, enables exploration through selected developments, innovative technologies, and interdisciplinary scientific discovery. ARC provides leadership in Astrobiology; small-satellites; technologies for CEV, CLV, and HLV; the search for habitable planets; supercomputing; intelligent/adaptive systems; advanced thermal protection; and airborne astronomy. ARC develops tools for a safer, more efficient national airspace and unique partnerships benefiting NASA's mission.

5.1.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities as well as Mission Support Authorities and are responsible for assuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and communicating any issues to Mission Directorate AAs and higher.

5.1.2.1 Specifically, the Center Director for ARC:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- c. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.
- d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and provides safety, reliability, and quality assurance for all Center activities.
- e. Is the Technical Authority for all NASA projects or subprojects hosted at ARC. This role requires the Center Director to:
 - 1) Exercise Technical Authority through appropriate delegation.
 - 2) Convene an independent review at major milestones to ascertain technical readiness.
 - 3) Approve the flight readiness of projects for which he/she is the Technical Authority.
 - 4) Provide for organizational and financial independence of the Technical Authorities at ARC and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork, and integrity.
- f. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.
- g. Coordinates and communicates ARC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- h. Represents NASA and ARC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.
- i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at ARC. Also, provides the Agency CFO with a written evaluation of the principal financial official at ARC, which shall be attached to that individual's annual performance appraisal.
- j. Contributes individually, and as part of the Center teams, essential technologies, subsystems, and capabilities to Ares and Orion, including thermal protection, launch mission systems, integrated systems health management, and ascent abort/crew escape logic.
- k. Provides leadership for NASA's astrobiology science mission to study the origin, evolution, distribution, and destiny of life in the universe.
- l. Oversees the NASA Astrobiology Institute (NAI) and its cadre of domestic and international partners; serves as the home base for the NAI administrative offices. Similarly, provides leadership in reinvigorating lunar science in the United States in its role as steward of the NASA Lunar Science Institute.
- m. Leads the science of NASA's airborne physical sciences missions, in particular the Stratospheric Observatory for Infrared Astronomy (SOFIA) Mission.
- n. Leads the science and technical management of selected NASA missions (including the development of atmospheric probes) to search for habitable environments, understand the origin and evolution of life, and develop the tools needed for this exploration; develops airborne sensors.
- o. Provides innovative solutions to science and exploration problems in the form of small satellites and other craft, e.g., the Lunar CRater Observation and Sensing (LCROSS) and Lunar Atmosphere and Dust Environment Explorer (LADEE) missions.
- p. Provides leadership for NASA information sciences and technology, particularly research in the critical subdisciplines of automated reasoning for autonomous systems, high-performance computing and networking, and human-centered computing. Performs Earth science investigations, in

particular, ecosystems research supported by advanced supercomputing and modeling.

q. Develops new applications to enable and enhance space exploration, in particular, techniques to reduce mass and increase vehicle payload capacity and advanced thermal protection systems for transportation and planetary-entry missions.

r. Serves as a NASA leader in the area of IT security in support of the NASA Chief Information Officer; maintains the agency's IT Security Operations Center.

s. Provides leadership in defining concepts of operation and developing technologies to enable significant increases in the capacity of the Nation's air transportation system.

t. Contributes pathfinding research to provide system-level analysis capability for flight vehicles in all speed regimes.

u. Develops models of human performance and analysis capabilities for human-operated systems that are integral to enhancing the safety of flight vehicles and of the aviation system as a whole.

v. Develops innovative green technologies and practices.

w. Forges innovative partnerships with premiere academic institutions and private-sector organizations to enhance Ames' work in areas such as biotechnology, space and Earth science, robotics, enabling and green technologies, and helps ignite the development of commercial space capabilities, particularly Commercial Orbital Transportation Services (COTS). Achieves this in part through management of the NASA Research Park and the University Affiliated Research Center (with the University of California) and implementation of Enhanced Use Leasing (EUL).

x. Provides research and technical leadership in the study of radiation biomarkers and countermeasures to mitigate effects of space radiation in human space flight.

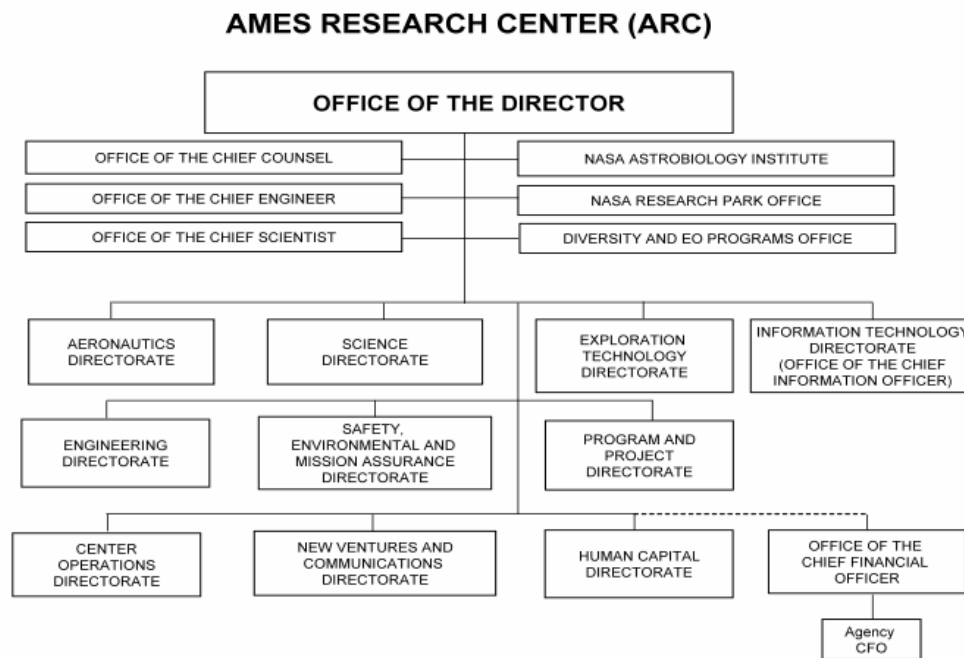
y. Transfers technology to the public and private sectors and spins external technologies back into NASA programs and projects.

5.1.3 SPECIAL RELATIONSHIPS.

5.1.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

5.1.3.2 ARC serves as host to other Federal, military, and civilian organizations, such as the California Air National Guard.

5.1.4. LINE OF SUCCESSION. In the following order: Deputy Director, Ames Research Center; Deputy Director for Research; Chief Financial Officer; Director of Aeronautics; Director of Safety, Environmental and Mission Assurance; Director of Science; Director of Strategic Business; Chief Counsel; Director of Human Capital; Deputy Associate Director; Director of Exploration Technology; Director of Project Management; Director of Engineering; Chief Information Officer; and Director of Center Operations.



EEO Officer maintains a reporting relationship to the Center Director and Deputy Center Director

5.2 Dryden Flight Research Center

5.2.1 MISSION. Advancing technology and science through flight. The Dryden Flight Research Center (DFRC), located at Edwards Air Force Base, California, performs flight research and technology integration to revolutionize aviation and pioneer aerospace technology, validates space exploration concepts, conducts airborne remote sensing and science missions, enables airborne astrophysics observation missions to discover the origin, structure, evolution, and destiny of the universe, and supports operations of the Space Shuttle and the International Space Station for NASA and the Nation. Dryden supports activities in all four of NASA's Mission Directorates.

5.2.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities as well as Mission Support Authorities and are responsible for assuring that activities at their

Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities and communicating any issues to Mission Directorate AAs and higher.

5.2.2.1 Specifically, the Center Director for DFRC:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- c. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.
- d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for all Center activities.
- e. Is the Technical Authority for all NASA projects or subprojects hosted at DFRC. This role requires the Center Director to:
 - 1) Exercise Technical Authority through appropriate delegation.
 - 2) Convene an independent review at major milestones to ascertain technical readiness.
 - 3) Approve the flight readiness of projects for which he/she is the Technical Authority.
 - 4) Provide for organizational and financial independence of the Technical Authorities at DFRC and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork, and integrity.
- f. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.
- g. Coordinates and communicates DFRC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- h. Represents NASA and DFRC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning Agency activities. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.
- i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at DFRC. Also, provides the Agency CFO with a written evaluation of the principal financial official at DFRC, which shall be attached to that individual's annual performance appraisal.

5.2.2.2 Formulates and conducts piloted and unpiloted flight research and test projects in disciplinary technologies, integrated aerospace systems, and advanced concepts to meet current and future Agency missions in aeronautics, sciences, and space exploration.

5.2.2.3 Develops, manages, and maintains research and science platform aircraft, flight test bed aircraft, and flight facilities to support safe, timely, and cost-effective NASA flight projects and to support industry, university, and other Government agency flight programs.

5.2.2.4 Provides operational and technical support for the conduct of Space Shuttle and International Space Station missions and for the validation of new and experimental space exploration concepts.

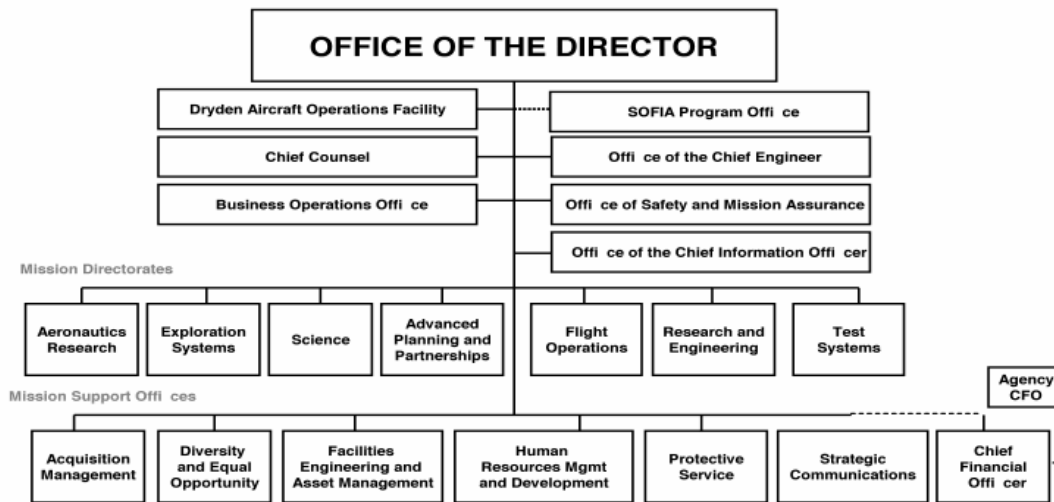
5.2.3 SPECIAL RELATIONSHIPS.

5.2.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

5.2.3.2 DFRC shares an alliance with the U.S. Air Force Flight Test Center (AFFTC) and the U.S. Air Force Research Laboratory (AFRL) at Edwards AFB to minimize infrastructure duplication and costs and to share technical and programmatic assets as opportunities arise.

5.2.4 LINE OF SUCCESSION. In the following order: Deputy Director, Dryden Flight Research Center; Associate Director for Operations; Associate Director for Programs; and Associate Director for Management.

DRYDEN FLIGHT RESEARCH CENTER (DFRC)



5.3 John H. Glenn Research Center at Lewis Field

5.3.1 MISSION. The NASA Glenn Research Center (GRC) at Lewis Field develops critical space flight systems and technologies to advance the exploration of our solar system and beyond while maintaining leadership in aeronautics. In partnership with U.S. industries, universities, and other Government institutions, research and development efforts focus on advancements in propulsion, power, communications, nuclear, and human-related aerospace systems.

5.3.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities as well as Mission Support Authorities and are responsible for assuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and to communicate any issues to Mission Directorate AAs and higher.

5.3.2.1 Specifically, the Center Director for GRC:

- a. Develops and implements plans that address the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- c. Provides technical and institutional resources to satisfy program requirements and schedules to include aerospace research and technology development and engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.
- d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for Center activities.
- e. Is the Technical Authority for all NASA projects or subprojects hosted at GRC. This role requires the Center Director to:
 - 1) Exercise Technical Authority through appropriate delegation.
 - 2) Convene an independent review at major milestones to ascertain technical readiness.
 - 3) Approve the flight readiness of projects for which he/she is the Technical Authority.
 - 4) Provide for organizational and financial independence of the Technical Authorities at GRC and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork, and integrity.
- f. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.
- g. Coordinates and communicates GRC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- h. Represents NASA and GRC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.

i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at GRC. Also, provides the Agency CFO with a written evaluation of the principal financial official at GRC, which shall be attached to that individual's annual performance appraisal.

j. Ensures that the workforce embraces and reflects the core values of safety, teamwork, integrity, and mission success as inherent guiding principles in all activities and decision making.

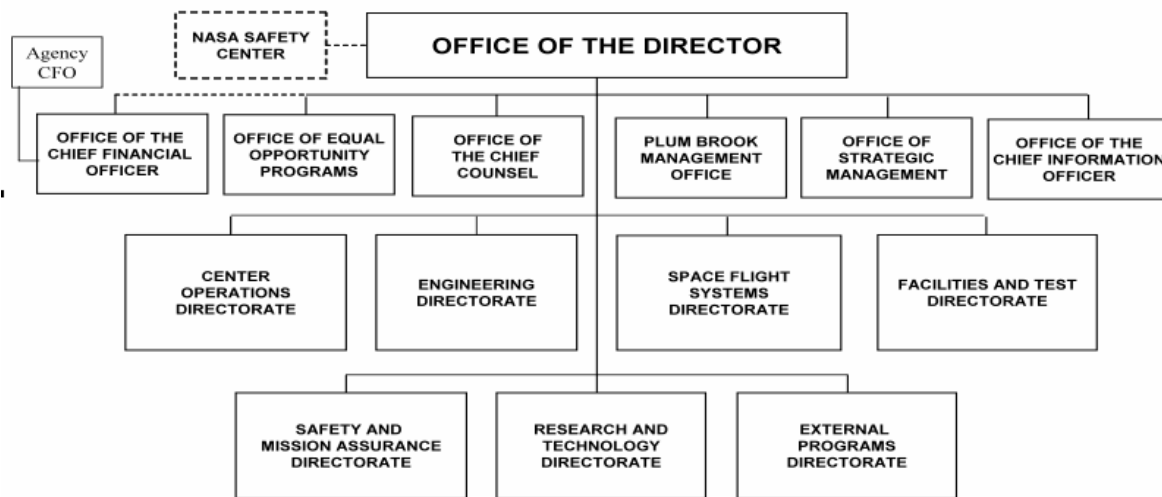
k. Ensures the establishment and maintenance of partnerships with other Government agencies, the private sector, academia, and the community to further the NASA mission.

5.3.3 SPECIAL RELATIONSHIPS.

Serves as a member of the Strategic Management Council, Operations Management Council, and Program Management Council.

5.3.4 LINE OF SUCCESSION. In the following order: Deputy Director; Associate Director; Associate Director for Planning and Evaluation; Director of Research and Technology; Director of Engineering; Director of Space Flight Systems; Director of Facilities and Test; Director of Plum Brook Management Office; Director of Center Operations; Director of Safety and Mission Assurance; and Director of External Programs.

JOHN H. GLENN RESEARCH CENTER at LEWIS FIELD (GRC)



5.4 Goddard Space Flight Center

5.4.1 MISSION. The Goddard Space Flight Center (GSFC), located in Greenbelt, Maryland, expands the knowledge of Earth and its environment, the solar system, and the universe through observations from space. The Center also conducts scientific investigations, develops and operates space systems, and advances essential technologies.

5.4.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities as well as Mission Support Authorities and are responsible for assuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and communicating any issues to Mission Directorate AAs and higher.

5.4.2.1 Specifically, the Center Director for GSFC:

a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.

b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.

c. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering, project management, and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.

d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for all Center activities.

e. Is the Technical Authority for all NASA projects or subprojects hosted at GSFC. This role requires the Center Director to:

1) Exercise Technical Authority through appropriate delegation.

2) Convene an independent review at major milestones to ascertain technical readiness.

3) Approve the flight readiness of projects for which he/she is the Technical Authority.

4) Provide for organizational and financial independence of the Technical Authorities at GSFC and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork, and integrity.

f. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.

g. Coordinates and communicates GSFC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.

h. Represents NASA and GSFC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.

i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at GSFC. Also, provides the Agency CFO with a written evaluation of the principal financial official at GSFC, which shall be attached to that individual's annual performance appraisal.

j. Conducts research to advance scientific knowledge of the origin, evolution, and destiny of the universe, Earth, and planetary environments that support life.

k. Designs, develops, and implements sensors, instruments, and flight missions to study the structure of the universe; its fundamental forces and matter; the processes involved in the birth, life, and death of stars, galaxies, and planets; and the chemical and biological conditions for the evolution and sustenance of life.

l. Studies the sun, the Earth, other planets, and other bodies in the solar system to understand the impact of solar activity on the Earth's climate and human activity and on space and planetary radiation environments encountered in human exploration.

m. Studies the Earth's atmospheric, oceanographic, cryospheric, hydrological, geologic, and biogeochemical cycles to understand the Earth as a system, to apply this understanding of the Earth to the study of the nature and evolution of other planets, and to apply discoveries from this study of other planets to an improved understanding of our own planet.

n. Applies knowledge gained from Earth and planetary studies to search the stars for other planets that have the potential to support life. Performs theoretical research, analysis, modeling, and simulation to develop and test theories and to synthesize data from space missions and ground-based observations to develop an integrated understanding of our planet, our sun, and our universe as a system.

o. Communicates knowledge to the public and to the education community to expand general understanding and to inspire the next generation.

p. Develops advanced technology for future space flight missions, with emphasis on optical communications, advanced science instrumentation, data systems, robotics, and computer science.

q. Develops and procures suborbital launch vehicles and launch services.

r. Hosts assigned programs and projects, including the preliminary and final definition, design, development, integration and test, launch, and operations of flight and unique ground systems for: Earth-orbiting satellites, instruments, long-term flight operations, and projects using NASA Sounding Rockets and Balloons. Manages unique facilities such as the Hubble Space Telescope Science Institute.

s. Manages NASA space flight tracking, data acquisition, communications, and data handling networks and services in support of NASA and other spacecraft. Acquires, operates, and maintains the system as a national asset.

t. Directs mission planning and analysis, space and ground communications networks, spacecraft and payload command and control, flight dynamics, information processing, and flight missions operations and applied research and development of advanced data and telecommunications systems in support of space flight missions.

u. Manages the Wallops Flight Facility rocket range, aircraft flight platforms, and research airport, including related tracking and data acquisition systems for conducting scientific experiments and aeronautical tests. Plans and conducts launches of scientific payloads and aeronautical tests and other research, development, and related activities as requested by elements of NASA, other Government agencies, and the worldwide scientific community.

v. Provides services to NASA Headquarters in a variety of assigned business functions, including HQ accounting, procurement, grants, training and development, logistics, related administrative support, and Agency printing management, forms, reports, and mail management.

w. Supports the Explorations Systems Mission Directorate in the development and operation of robotic missions, communications and navigation architectures, systems and technologies, and other supporting capabilities for the range of exploration systems.

x. Offers software services Agency wide, including independent verification and validation of critical software under development, systems engineering support, and software assurance research in order to provide assurance that mission-critical software will operate dependably and safely.

5.4.3 SPECIAL RELATIONSHIPS.

5.4.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

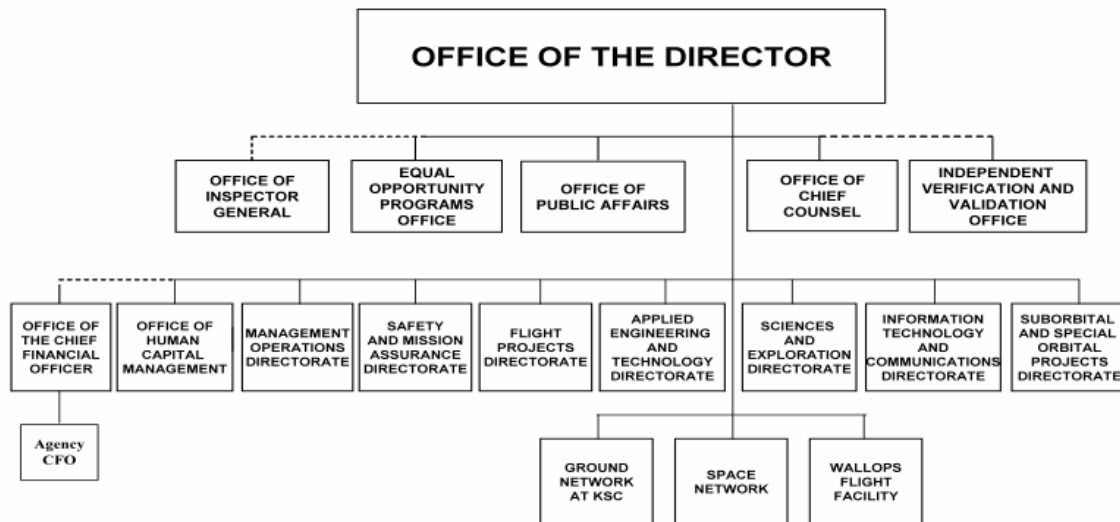
5.4.3.2 Component Facilities are the Wallops Flight Facility (WFF), the Independent Verification and Validation Facility (IV&V), the Ground Network at KSC, and the Space Network at White Sands, NM.

5.4.3.3 Manages the Goddard Institute for Space Studies (GISS), in affiliation with Columbia University through cooperative agreements, emphasizing a broad study of global climate change; and the Columbia Scientific Balloon Facility (CSBF) at Palestine, TX for launching and tracking large, unmanned, high-altitude research balloons, and recovering scientific payloads they transport.

5.4.3.4 Provides design, development, testing, launch, and maintenance of a constellation of operational satellites for the National Oceanic and Atmospheric Administration, Department of Commerce. This activity is fully funded by the Department of Commerce.

5.4.4 LINE OF SUCCESSION. In the following order: Deputy Director, Goddard Space Flight Center; Deputy Director for Science and Technology; and Associate Director.

GODDARD SPACE FLIGHT CENTER (GSFC)



5.5 Jet Propulsion Laboratory

5.5.1 MISSION. The Jet Propulsion Laboratory (JPL) is a Federally Funded Research and Development Center (FFRDC) managed for NASA through a contract with the California Institute of Technology (Caltech). The FFRDC is a unique non-government entity sponsored and funded by NASA to meet specific long-term technical needs that cannot be met by any other single organization within NASA. As part of this special relationship, it is also required that JPL be operated in the public interest with objectivity and independence, be free from organizational conflicts of interest, and have full disclosure of its affairs to NASA. The contract between NASA and Caltech is the sponsoring document for JPL as an FFRDC. JPL develops and maintains technical and managerial competencies specified in the contract to perform the following current mission in support of NASA's strategic goals: (1) explore our solar system to fully understand its formation and evolution -- physical, chemical, and biological, (2) establish continuous permanent robotic presence at Mars to discover its history and habitability -- past, present, or future, and prepare for human exploration, (3) make critical measurements and models to better understand the global and regional integrated Earth system, including studies of the solid Earth, oceans, atmosphere and ecosystems, and their interactions, (4) conduct observations to search for neighboring solar systems and Earth-like planets, and help understand formation, evolution and composition of the Universe, (5) conduct communications and navigation for deep space missions, (6) provide support, particularly in robotic infrastructures and robotic precursors, that enables human exploration of the Moon, Mars and beyond, and (7) under Caltech's initiative, apply our capabilities to collaborate with other Federal and state government agencies and commercial endeavors in areas synergistic with our work performed for NASA.

5.5.2 OVERALL RESPONSIBILITIES. Consistent with Federal Acquisition Regulation 35.017, JPL, as an FFRDC, may be allowed access to Government and supplier data, including sensitive and proprietary data, and to NASA employees and facilities beyond that which is common to the normal contractual relationship. Notwithstanding the special FFRDC relationship, the JPL Director is a Caltech employee appointed by the Caltech President and is neither a civil servant nor an agent of the Government. The JPL Director is Caltech's authorized representative for day-to-day management of JPL and Contract compliance and is therefore responsible for identifying, allocating, and dispersing resources, including overseeing the assignment of workforce and facilities, and managing JPL's assigned operations to facilitate program and project execution. The JPL Director, in accordance with accepted standards of professional practice and applicable NASA requirements, is responsible for the care of institutional assets assigned to JPL and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. The JPL Director determines how best to support the various programs and projects hosted at JPL, in accordance with Agency priorities, and communicates any issues, on behalf of Caltech, to Mission Directorate AAs and higher in consultation with the NASA Management Office, a NASA Headquarters government organization co-located at JPL.

5.5.2.1 Specifically, the JPL Director:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan. Specific NASA mission activities are assigned to and performed by JPL in accordance with the contract and various discrete task orders administered by the NASA Management Office.
- b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- c. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, information technology, physical, and other supporting resources are properly applied to programs.
- d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for all JPL activities.
- e. Is the Technical Authority for all NASA projects or subprojects hosted at JPL. This role requires the Director to:
 - 1) Exercise Technical Authority through appropriate delegation.
 - 2) Convene an independent review at major milestones to ascertain technical readiness.
 - 3) Approve the flight readiness of projects for which he/she is the Technical Authority.
 - 4) Provide for organizational and financial independence of the Technical Authorities at JPL and implement the Dissenting Opinion Process as

required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork, and integrity.

- f. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews as requested by NASA Headquarters senior management.
- g. Coordinates and communicates JPL's program, project, and policy implementation activities with NASA Centers and Headquarters on a regular basis as requested by NASA Headquarters offices.
- h. Represents JPL in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.
- i. Supports Agency CFO regarding JPL's financial performance.
- j. Is responsible for implementing missions contractually assigned to JPL, including achieving mission success and ensuring safety of personnel and NASA mission hardware.
- k. Serves as a non-Government special member (non-voting) of NASA's Strategic Management Council, Operations Management Council, and Program Management Council

5.5.3 SPECIAL RELATIONSHIPS ESTABLISHED THROUGH CONTRACTUAL ARRANGEMENTS.

5.5.3.1 JPL is a lead organization for robotic science missions conducted in space. Maintains vertically-integrated competencies to execute the various programs and projects listed below including: program planning, strategy, and budgeting support; science community interface; concept engineering, trades, and analysis; development of enabling technologies; mission, system, and instrument design, analysis, development, fabrication, assembly, test and operations; industry contracting; and science data analysis.

5.5.3.2 JPL manages several programs for NASA: Mars exploration, search for exoplanets, Deep Space Network, and New Millennium technology. Responsibilities include: strategic planning, analysis, and budgeting; technology development and infusion; and program integration and oversight including inter-project interfaces (e.g., Mars communication network). JPL supports HQ and science community strategic planning in solar system exploration.

5.5.3.3 JPL is the lead organization for assigned and flagship missions in: Mars, solar system, exoplanet discovery/characterization. JPL is the lead organization for enabling technologies and capabilities in interferometric and coronagraphic exoplanet detection and characterization; large, segmented, and adaptive optics; advanced microdevices including focal plane arrays, bolometers, microfluidics; deep-space communications, mission design, and navigation;

5.5.3.4 JPL is the lead organization for key NASA science domains and the technologies that enable them: solid-Earth geophysics, oceanography, and radar missions.

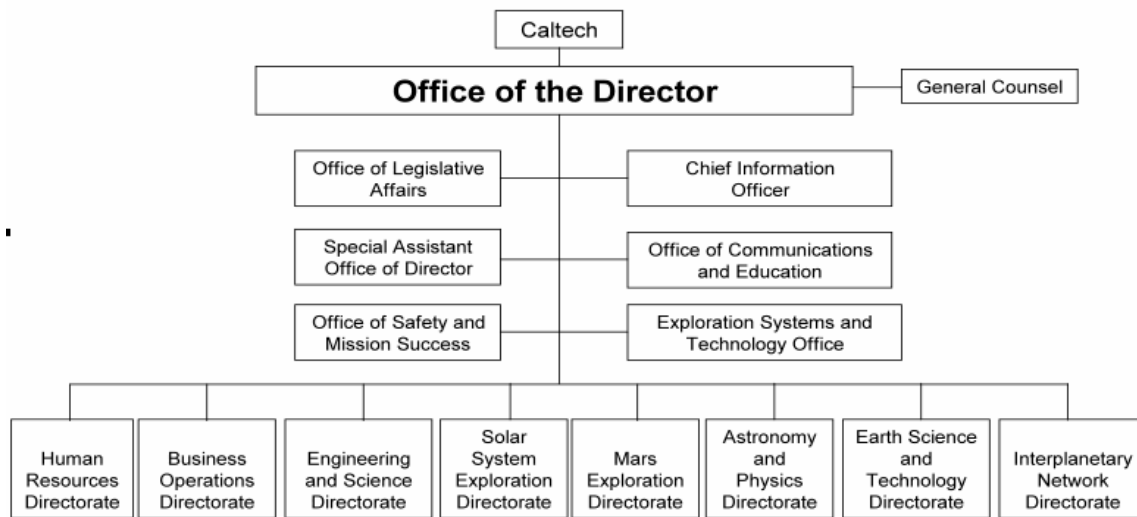
5.5.3.5 JPL supports Constellation in enabling areas: systems engineering; precision-landing and planet-surface mobility; multi-asset, multi-mission operations; and robotic systems to enhance astronaut sensing, awareness, and operations efficiency.

5.5.3.6 JPL is the lead organization for NASA's program in the Search for Exo-solar planets.

5.5.3.7 JPL manages the operation of the Deep Space Network providing uplink and downlink communication for all of NASA's deep space missions. 5.5.3.8 JPL implements Agency policy and direction regarding investments, facilities, and personnel competencies, coordinating through the appropriate Agency forums. 5.5.3.9 JPL promotes the Agency's strategic goals and, with the common purpose of achieving NASA's Vision for Space Exploration and mission, supports all the Agency's Centers and Mission Directorates. 5.5.3.10 JPL through its connection with Caltech represents a unique educational and research resource for NASA.

5.5.4 LINE OF SUCCESSION. JPL is an FFRDC, and the JPL staff members are not government employees. The described JPL organization and line of succession are not part of the NASA institutional process and are shown here for insight into the contractor's operations and for informational purpose only. In the following order: Deputy Director, JPL; Associate Director for Flight Projects and Mission Success; Associate Director for Project Formulation and Strategy; and Associate Director for Business Operations.

JET PROPULSION LABORATORY (JPL)



5.6 Lyndon B. Johnson Space Center

5.6.1 MISSION. The Johnson Space Center (JSC) role in NASA is human space flight. JSC hosts and staffs program and project offices; selects and trains astronauts; manages and conducts projects that build, test, and integrate human-rated systems for transportation, habitation, and working in space; and plans and operates human space flight missions. The work requires a comprehensive understanding of space and planetary environments, as well as research into the effects of those environments on human physiology. It also requires that JSC develop technology to sustain and preserve life; maintain a supply chain to design, manufacture and test flight products; select, train, and provide medical care to those people who fly space missions; and continue to provide administrative mission support services. JSC is currently hosting, staffing, and supporting the Space Shuttle Program, the International Space Station Program, the Constellation Program, the Human Research Program (HRP) Program, and the Commercial Crew and Cargo Program.

5.6.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities as well as Mission Support Authorities and are responsible for assuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and to communicate any issues to Mission Directorate AAs and higher.

5.6.2.1 Specifically, the Center Director for JSC:

- Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- Provides technical and institutional resources to satisfy program requirements and schedules to include engineering, human health and performance and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.
- Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance in all Center activities.
- Is the Technical Authority for all NASA projects or subprojects hosted at JSC. This role requires the Center Director to:
 - Exercise Technical Authority through appropriate delegation.
 - Convene an independent review at major milestones to ascertain technical readiness.
 - Approve the flight readiness of projects for which he/she is the Technical Authority.
 - Provide for organizational and financial independence of the Technical Authorities at JSC and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork, and integrity.
- Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.
- Coordinates and communicates JSC's program, project, and policy implementation activities with other Centers and Headquarters on a regular

basis.

h. Represents NASA and JSC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.

i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at JSC. Also, provides the Agency CFO with a written evaluation of the principal financial official at JSC, which shall be attached to that individual's annual performance appraisal.

j. While maintaining the capability, JSC manages and supports space vehicle and space system development programs as follows:

1) Provides the workforce and associated development, design, crew health and performance support, and sustaining engineering support to the Space Shuttle, ISS, Constellation Program, and Human Research Program (HRP), as well as the Commercial Crew and Cargo Program.

2) Manages assigned projects and technologies as well as provides vehicle, system, subsystem, and human system expertise that are critical to both the Agency and JSC for future roles in space utilization and exploration.

3) Provides independent Technical Authority, Safety and Mission Assurance Authority, and Health and Medical Authority for resident projects.

k. Plans and conducts space flight, crew, and aircraft operations as follows:

1) Provides operations support environment, command and control facilities, and operations data processing and planning systems.

2) Conducts flight operations for the Space Shuttle Program and ISS Program Office, including providing the flight and support environment to satisfy mission objectives, ensure crew health, performance, and mission safety.

3) Provides Agency-wide project management of Extravehicular Activity (EVA) services to the Space Shuttle and ISS programs and support for future programs requiring low-g (gravity) or surface EVA capabilities, including all EVA-related research and development activities.

4) Manages flight crew operations including selection training and medical care.

5) Conducts aircraft operations in support of astronaut flight readiness training, high-altitude research, low-g flight evaluations, orbiter transportation, Agency logistics, and administrative functions.

l. Plans and conducts ground-based and flight research programs and operations in the fields of Human Health and Performance and Astromaterials Research and Exploration Sciences (ARES).

1) Plans and conducts Human Health and Performance efforts in support of human space exploration including:

a) Integrating all human system activities in support of human space exploration.

b) Providing ground-based and flight operations in space medicine; environmental factors; and human factors and habitability.

c) Leading the Human Research Program in the fields of human adaptation, environmental factors and human factors research, and countermeasure technology development.

d) Developing and integrating scientific, medical, and technological experiments and payloads to be flown on the Space Shuttle, ISS, and future exploration vehicles.

2) Plans and conducts Astromaterials Research and Exploration Sciences (ARES) efforts including lunar and planetary science and astromaterials science and curation; micrometeoroid and orbital debris operations and research; and earth sciences observations in support of human space flight.

m. Integrates all JSC implementing Center requirements and objectives, including schedules, budgets, and technical requirements (human health and performance standards, habitability, human factors and environmental factors standards, safety and reliability standards) and also ensures that resources infrastructure support are properly applied to programs and projects.

5.6.3 SPECIAL RELATIONSHIPS.

5.6.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

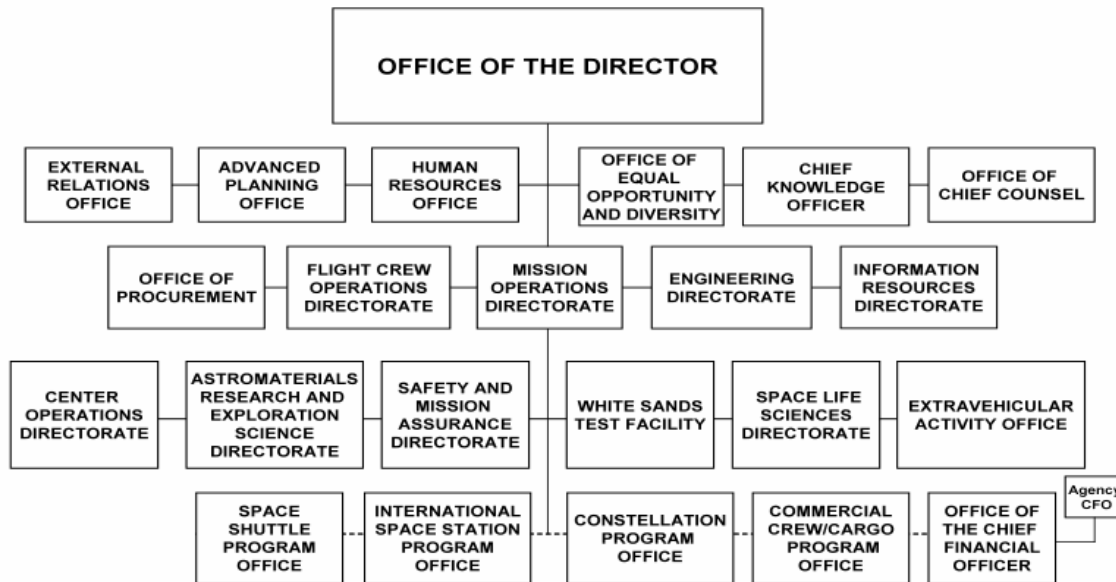
5.6.3.2 Promotes the Agency's strategic goals and, with the common purpose of achieving NASA's Vision for Space Exploration and mission, supports all the Agency's Centers and Mission Directorates.

5.6.3.3 Provides the independent technical authority, independent safety and mission assurance, project management, and engineering support for resident programs and projects, while program authority is retained at NASA Headquarters.

5.6.3.4 Provides matrixed support to White Sands Test Facility (WSTF), a JSC component facility located in New Mexico. The Manager of the White Sands Test Facility serves as the senior JSC official interfacing with local and state governments and other groups on subjects relating to NASA and the White Sands Test Facility.

5.6.4 LINE OF SUCCESSION. In the following order: Deputy Director, Johnson Space Center; Associate Director (Management); Associate Director (Technical); Chief of Staff; Director, Advanced Planning Office; and Director, Engineering.

LYNDON B. JOHNSON SPACE CENTER (JSC)



5.7 John F. Kennedy Space Center

5.7.1 MISSION. The Kennedy Space Center (KSC) is responsible for the preflight processing, launch, landing, and recovery of the Agency's human-rated spacecraft and launch vehicles; the assembly, integration, and processing of International Space Station (ISS) elements and flight experiments; and the acquisition and management of Expendable Launch Vehicles (ELV) for other Agency spacecraft. KSC leads the development of ground systems supporting human-rated spacecraft and launch vehicle and lunar In-Situ Resource Utilization hardware elements. KSC hosts the manufacturing of the Orion Crew Exploration Vehicles.

5.7.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities as well as Mission Support Authorities and are responsible for assuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and to communicate any issues to Mission Directorate AAs and higher.

5.7.2.1 Specifically, the Center Director for KSC:

- Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.
- Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for all Center activities.
- Is the Technical Authority for all NASA projects or subprojects hosted at KSC. This role requires the Center Director to:
 - Exercise Technical Authority through appropriate delegation.
 - Convene an independent review at major milestones to ascertain technical readiness.
 - Approve the flight readiness of projects for which he/she is the Technical Authority.
 - Provide for organizational and financial independence of the Technical Authorities at KSC and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork, and integrity.
- Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.
- Coordinates and communicates KSC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- Represents NASA and KSC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities.

and consistent communications.

- i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at KSC. Also, provides the Agency CFO with a written evaluation of the principal financial official at KSC, which shall be attached to that individual's annual performance appraisal.
- j. Provides space systems processes, testing, and launch and recovery techniques and applies new technologies to support extended human exploration of space.
- k. Designs, constructs, operates, maintains, and phases out or disposes of KSC ground facilities, ground support equipment, and other systems to meet customer launch site needs, including using innovative and integrated science and engineering techniques that enable safer, lower cost of access to space, and extended human exploration.
- l. Collaborates with space flight vehicle designers at other NASA Centers and with industry to ensure lessons learned from processing of launch vehicles are incorporated into future designs to improve safety, maintainability, supportability, reliability, and operability in an effort to reduce the life-cycle cost of operating a human space flight system.
- m. Operates and maintains ground support equipment, facilities, and logistics support for NASA launch and recovery activities conducted at KSC, Cape Canaveral Air Force Station, Vandenberg Air Force Base, and Space Shuttle orbiter contingency sites worldwide.
- n. Conducts the final preparation and integrated checkout of launch vehicles, spacecraft, payloads, launch facilities, ground support equipment, and launch and recovery systems operations at all launch sites referenced in paragraph 5.6.2.1.m.
- o. Provides the launch site support, ground processing, and integration of ISS elements, logistics, and research experiments.
- p. Develops, tests, and deploys technologies to support NASA programs and provides test beds, laboratories, tools, and expertise in the related areas.

5.7.3 SPECIAL RELATIONSHIPS.

5.7.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

5.7.3.2 KSC implements Agency policy and direction regarding investments, facilities, and personnel competencies, especially in the context of resolving disputes, coordinating through the appropriate Agency forums.

5.7.3.3 KSC supports the Launch Services Program, which provides acquisition and technical management of commercially available launch services for the Agency, with engineering, SMA, payload processing, institutional and business resources, capabilities, and expertise.

5.7.3.4 KSC is a supporting Center to the Space Shuttle program in the areas of preflight and launch and recovery operations, flight hardware spares, and launch site logistics. This includes test, processing, and integration of Space Shuttle elements. KSC also provides certain logistics services for other NASA Centers supporting the Space Shuttle program.

5.7.3.5 KSC is a supporting Center for the ISS program in the areas of preflight and launch and recovery operations, launch site logistics support, resupply, and customer utilization. This includes the integration, testing, and processing for research experiments and other payloads for the ISS.

5.7.3.6 KSC is a supporting Center for the Constellation Program, providing leadership in the design, development, activation, and operation of facility and ground systems to process, integrate, test, launch, and recover the Constellation flight hardware. Ground processing operations expertise is provided to the design and development of spacecraft and launch systems.

5.7.3.7 KSC implements Center activities assigned by the Agency, including NASA's Contracting Intern Program, Recycling and Affirmative Procurement, NASA Acquisition Pollution Prevention, Specifications Kept Intact, Security/Law Enforcement Standards and Training, Fire Protection Program, Metrology and Calibration, Range Safety, ELV Payload Safety, NASA-wide Aerospace Fluids Acquisition and Management, NASA Special Assigned Aircraft Mission and Opportune transportation, and NASA Emergency Preparedness Program.

5.7.3.8 KSC maintains productive partnerships with the National Park Service and U.S. Fish and Wildlife Service, US Air Force (45th and 30th Space Wings), U.S. Navy, National Reconnaissance Office, U.S. Army, Department of Energy, Department of Transportation, National Oceanic and Atmospheric Administration, and the Federal Aviation Administration, which share land and resources, and provides support across Mission Directorate needs.

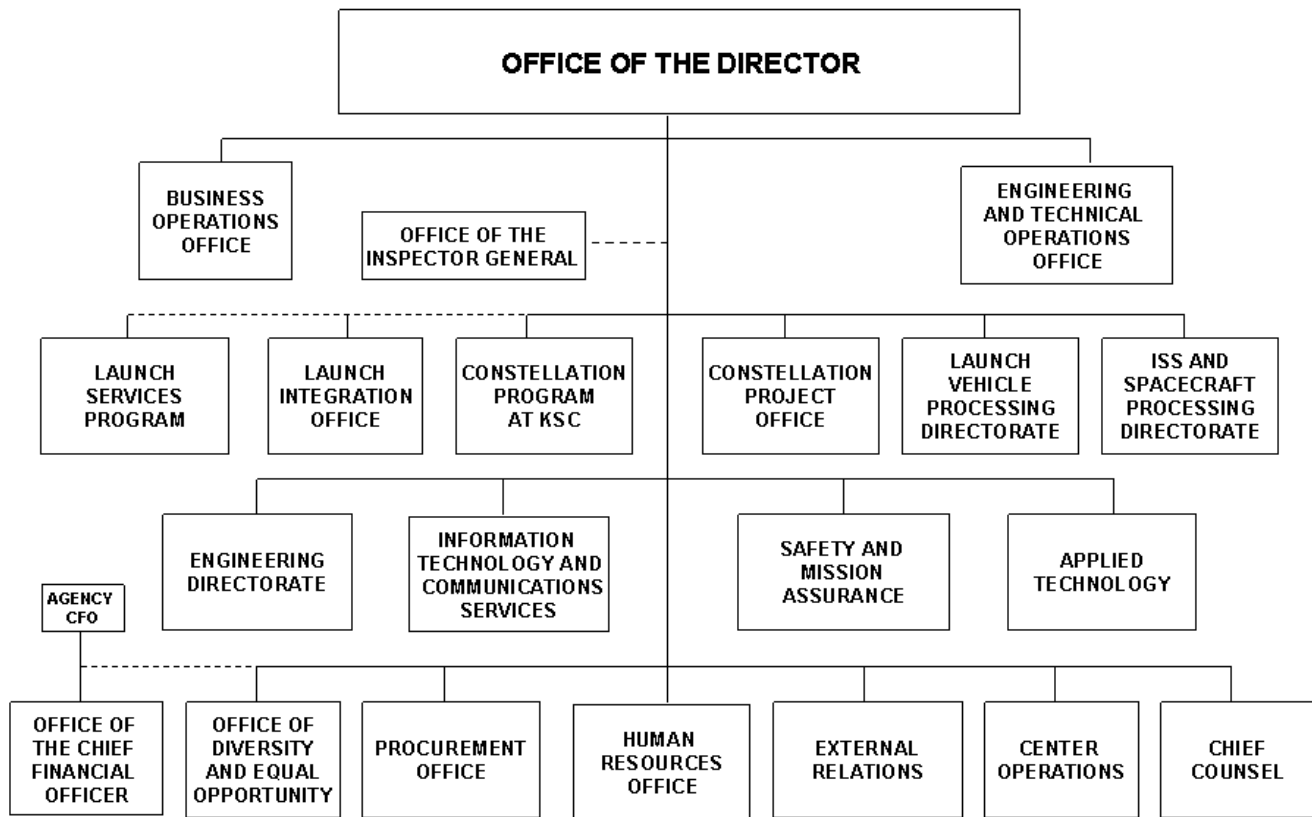
5.7.3.9 KSC manages the KSC Exchange Council, its recreational areas (Kennedy Athletic, Recreation, and Social Parks, exercise facilities, etc.) and Exchange services (Exchange stores, Child Development Center, service station, etc.) for improved health, morale, and welfare of the workforce.

5.7.3.10 KSC partners with Enterprise Florida, Space Florida, Economic Development Commission of Florida's Space Coast, Brevard Workforce Development Board, and other Federal, state, and local government to explore new business and leverage resources to achieve the Agency's strategic goals.

5.7.3.11 KSC partners with the KSC Visitor Complex, Astronaut Scholarship Foundation, Astronaut Memorial Foundation, film and documentary industry, members from various media forms, academia, and professional societies to promote and maintain good public and community relations and provides for the widest practical and appropriate access to KSC for dissemination of information and awareness concerning space activities.

5.7.4 LINE OF SUCCESSION. In the following order: Deputy Director, Kennedy Space Center; Associate Director for Engineering and Technical Operations; Associate Director for Business Operations; Director, Launch Vehicle Processing Directorate; Director, ISS and Spacecraft Processing Directorate; and Director, Constellation Project Office.

JOHN F. KENNEDY SPACE CENTER (KSC)



5.8 Langley Research Center

5.8.1 MISSION. The Langley Research Center (LaRC) pioneers the future in space exploration, scientific discovery, and aeronautics through research and development of technology, scientific instruments and investigations, and exploration systems.

5.8.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities as well as Mission Support Authorities and are responsible for assuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets, and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and to communicate any issues to Mission Directorate AAs and higher.

5.8.2.1 Specifically, the Center Director for LaRC:

- a. Develops and implements plans that address the organization's goals, objectives, metric, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- c. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.
- d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance in all Center activities.
- e. Is the Technical Authority for all NASA projects or subprojects hosted at LaRC. This role requires the Center Director to:
 - 1) Exercise Technical Authority through appropriate delegation.
 - 2) Convene an independent review at major milestones to ascertain technical readiness.
 - 3) Approve the flight readiness of projects for which he/she is the Technical Authority.

4) Provide for organizational and financial independence of the Technical Authorities at the LaRC and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork and integrity.

f. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.

g. Coordinates and communicates LaRC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.

h. Represents NASA and LaRC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.

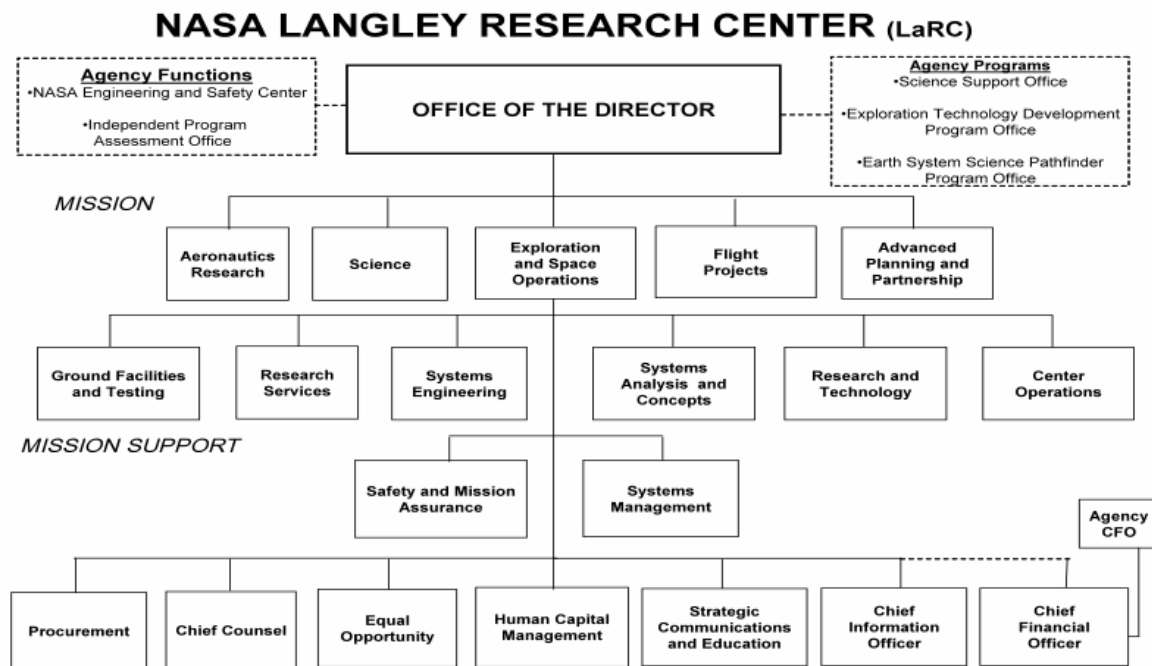
i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at LaRC. Also, provides the Agency CFO with a written evaluation of the principal financial official at LaRC, which shall be attached to that individual's annual performance appraisal.

j. Provides and manages an institutional base for long-term stewardship of a national capability in support of NASA, other Federal and state agencies, and components of U.S. industry engaged in advanced research and technology in aeronautics and space. Additionally, extends these technologies to non-aerospace applications which enhance the U.S. economic posture.

k. Delivers research and development solutions across Exploration and Space Operations, Science, and Aeronautics related to lunar development and planetary exploration, aeronautics for space access, flight through all planetary atmospheres, civil and military aviation, measuring and understanding the Earth's changing atmosphere, and characterizing other planetary atmospheres. Provides an integration of analysis, computation, experimental testing, and facilities, combined with scientific expertise to solve challenging technical problems by applying core competencies in aerosciences, structural and material concepts, systems analysis, and atmospheric characterization.

5.8.3 SPECIAL RELATIONSHIPS. Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

5.8.4 LINE OF SUCCESSION. In the following order: Deputy Director, Langley Research Center; Associate Director, Langley Research Center; and Director for Research and Technology, Langley Research Center.



5.9 George C. Marshall Space Flight Center

5.9.1 MISSION. The Marshall Space Flight Center (MSFC) performs systems engineering and integration for both human and robotic missions. Marshall performs engineering design, development, and integration of the systems required for space operations, exploration, and science. The Center also manages the Michoud Assembly Facility, which supports the unique manufacturing and assembly needs of current and future NASA programs, and provides critical telecommunications and business systems for the Agency.

5.9.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities as well as Mission Support Authorities and are responsible for assuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets, and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and to communicate any issues to Mission Directorate AAs and higher.

5.9.2.1 Specifically, the Center Director for MSFC:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- c. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.
- d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance in all Center activities.
- e. Is the Technical Authority for all NASA projects or subprojects hosted at MSFC. This role requires the Center Director to:
 - 1) Exercise Technical Authority through appropriate delegation.
 - 2) Convene an independent review at major milestones to ascertain technical readiness.
 - 3) Approve the flight readiness of projects for which he/she is the Technical Authority.
 - 4) Provide for organizational and financial independence of the Technical Authorities at the MSFC and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork and integrity.
- f. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.
- g. Coordinates and communicates MSFC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- h. Represents NASA and MSFC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.
- i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at MSFC. Also, provides the Agency CFO with a written evaluation of the principal financial official at MSFC, which shall be attached to that individual's annual performance appraisal.
- j. Ensures alignment of MSFC implementing plans with the Agency's strategic direction by sustaining the institutional capability to analyze, plan, evaluate, and communicate performance.

5.9.2.2 MSFC's institutional capabilities deliver the following solutions:

- a. Propulsion and Transportation Systems - Marshall manages key propulsion hardware and technologies that will maintain the Space Shuttle's safe operation until its retirement in 2010. Under NASA's Constellation Program, the Center oversees the design, development, and delivery of the new Ares I and Ares V crew and cargo launch vehicles. Marshall further provides solid rocket booster engineering and expertise to the Orion launch abort system. The Center is also a key partner in the development of the Altair Lunar Lander.
- b. Human Exploration Systems and Operations - Marshall develops and manages human space systems that not only sustain humans in space, but also enable scientific observations and resource exploration. Marshall plays a key role in coordinating and supporting U.S. and international experiment activities on the station through the Payload Operations Center, NASA's primary International Space Station (ISS) science command post. Marshall engineers also developed and support key components of the space station's life support system, the oxygen generation and water recovery systems, and continue efforts to complete the Node 2 and Node 3 station elements. Marshall also manages the Multi-Purpose Logistics Modules (pressurized "moving vans") which transport equipment, experiments and supplies to and from the station. As a precursor to human exploration beyond low earth orbit, Marshall manages the Lunar Precursor Robotic Program, which will launch two missions, the Lunar Reconnaissance Orbiter and the Lunar Crater Observing and Sensing Satellite, to the Moon in 2009.
- c. Scientific Spacecraft, Instruments, and Research -- The Center's expertise in planetary/lunar, Earth, and high-energy sciences enables programs such as the Chandra X-ray Telescope, Gamma-ray Large Area Space Telescope (GLAST) Burst Monitor, Hinode solar research satellite, Discovery and New Frontiers solar system exploration programs, multi-agency and multi-country partnerships for Earth observations (SERVIR), short-term weather prediction research and transition to operations (SPoRT), lightning and hurricane research, and the International Lunar Network (ILN).

5.9.2.3 The Center provides the capability to support the following resident projects and activities:

- a. Space Shuttle Propulsion Project Offices.
- b. Operation of the Payload Operation Center for management of science aboard the International Space Station.
- c. Ares Projects Office, including full responsibility for developing and producing the Ares I Crew Launch Vehicle and Ares V Cargo Launch Vehicle.
- d. Lunar Precursor Robotic Program Office, Lunar Science Program Office, and International Lunar Network Mission Project Office.
- e. Discovery and New Frontiers program, Chandra X-ray Observatory, and Hinode.

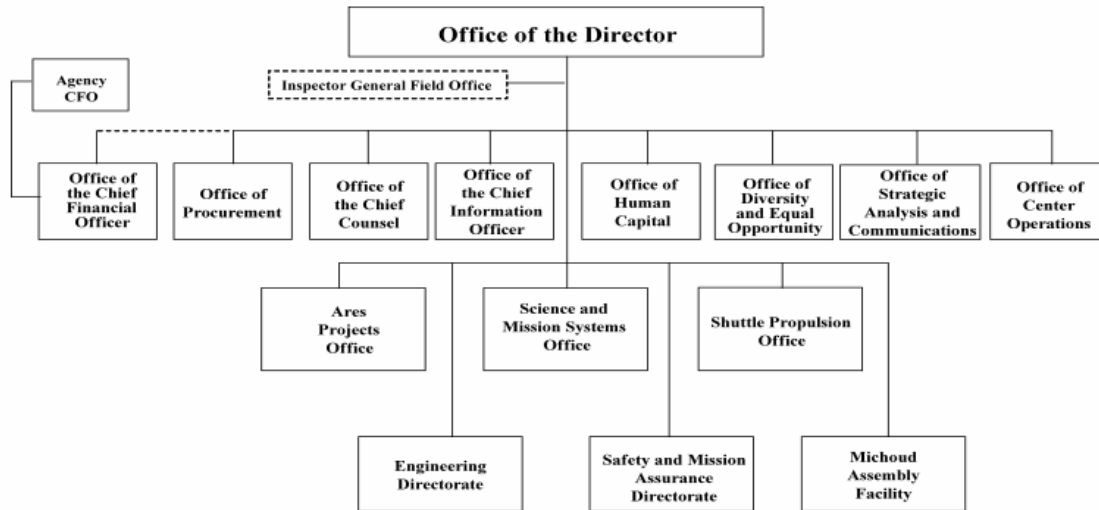
5.9.3 SPECIAL RELATIONSHIPS.

- 5.9.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.
- 5.9.3.2 Provides program and project management, systems, and engineering expertise to Michoud Assembly Facility and other NASA Centers.
- 5.9.3.3 Provides scientific and technical research knowledge to appropriate Agency Mission Directorates and other NASA Centers.
- 5.9.3.4 Provides Agency management and support in technical areas such as network communications, the NASA Data Center, the Integrated Enterprise Management Program, and Agency enterprise applications, including the personnel, logistics, and the NASA Operational Environment Team.

5.9.3.5 Oversees the National Space Science and Technology Center, a collaborative research and education initiative, in cooperation with the State of Alabama, other Government agencies, academia, and industry.

5.9.4 LINE OF SUCCESSION. In the following order: Deputy Director, Marshall Space Flight Center; Associate Director, Marshall Space Flight Center; Director, Engineering Directorate, Marshall Space Flight Center; and Director, Shuttle Propulsion Office, Marshall Space Flight Center.

GEORGE C. MARSHALL SPACE FLIGHT CENTER (MSFC)



5.10 John C. Stennis Space Center

5.10.1 MISSION. The Stennis Space Center (SSC) implements NASA's mission in areas assigned by three Agency Mission Directorates. The Center manages and operates Rocket Propulsion Test facilities and support infrastructure for the Space Operations and Exploration Systems Mission Directorates. Serves as Systems Engineering Center for and manages assigned Applied Sciences program activities for the Science Mission Directorate. SSC serves as Federal manager and host Agency of a major Government multi-agency Center.

5.10.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities as well as Mission Support Authorities and are responsible for assuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets, and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and to communicate any issues to Mission Directorate AAs and higher.

5.10.2.1 Specifically, the Center Director for SSC:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- c. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.
- d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance in all Center activities.
- e. Is the Technical Authority for all NASA projects or subprojects hosted at SSC. This role requires the Center Director to:
 - 1) Exercise Technical Authority through appropriate delegation.
 - 2) Convene an independent review at major milestones to ascertain technical readiness.
 - 3) Approve the flight readiness of projects for which he/she is the Technical Authority.
 - 4) Provide for organizational and financial independence of the Technical Authorities at the Stennis Space Center and implement the Dissenting Opinion Process as required in NPD 1000.0 - NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork and integrity.
- f. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.

- g. Coordinates and communicates SSC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- h. Represents NASA and SSC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.
- i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at SSC. Also, provides the Agency CFO with a written evaluation of the principal financial official at SSC, which shall be attached to that individual's annual performance appraisal.
- j. Manages, operates, develops, and maintains NASA Rocket Propulsion Test capabilities and associated processes and procedures.
- k. Provides test operations services to NASA, the Department of Defense, commercial, and other customers for the development of propulsion systems, engines, subsystems, and components.
- l. Accomplishes development, flight certification, and acceptance testing of the Space Shuttle Main Engines and derivatives.
- m. Accomplishes assembly, development, flight certification, and acceptance testing of Constellation Program hardware, including components, engines, and stages.
- n. Manages NASA's effort to extend the benefits of science, technology, and information investments by applying a systems engineering approach to advance Federal partners' decision support tools that serve the Nation.
- o. Manages SSC as an integrated multiagency base of operations for the programmatic benefit of NASA and the other Federal, state and commercial entities.
- p. Develops and executes an Implementation Plan that delineates a structure and process which demonstrates organizational independence of technical/engineering authority from program/project management.

5.10.3 SPECIAL RELATIONSHIPS.

5.10.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

5.10.3.2 Provides support to program management responsibility of managing all of the Agency's rocket propulsion test assets. Provides support to Rocket Propulsion Test Management Board (RPTMD) Level II and establishes and manages Level III responsibilities.

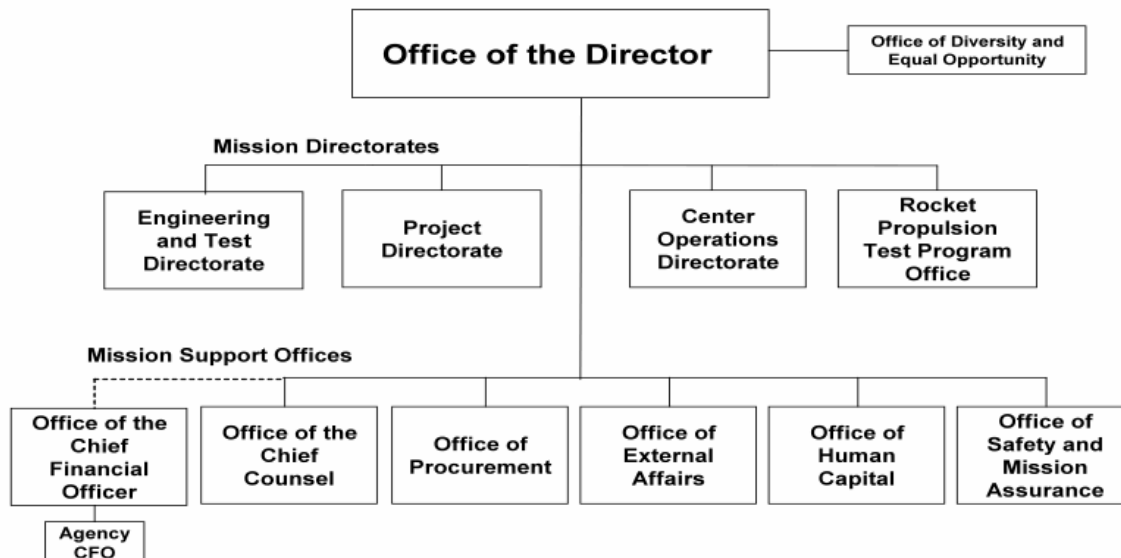
5.10.3.3 Provides program management responsibility for applying a systems engineering approach to benchmark the benefits of assimilating research results into decision-support tools in areas of national priority.

5.10.3.4 Provides support to other Centers in their lead program roles.

5.10.3.5 Promotes the Agency's strategic goals and, with the common purpose of achieving NASA's Vision and Mission, supports all Agency Centers and Mission Directorates.

5.10.4 LINE OF SUCCESSION. In the following order: Deputy Director, Stennis Space Center; Associate Director, Stennis Space Center; Director, Engineering and Test Directorate; and Director, Center Operations Directorate.

JOHN C. STENNIS SPACE CENTER (SSC)



5.11 NASA Engineering and Safety Center

5.11.1 MISSION. The NASA Engineering and Safety Center (NESC), located at the Langley Research Center, serves as a major Agency-wide technical resource focused on engineering excellence supporting the safety and success of NASA missions. The NESC provides independent engineering and technical expertise to evaluate technical problems and supplement Center-based engineering and safety activities for NASA

programs. The NESC shall perform independent engineering assessments, analysis, and testing to ensure technical adequacy and, thus, the safety of NASA activities. In relation to the Center's mission, the term "safety" encompasses those aspects of NASA system designs and operations that are important to mission success and that relate to potential risks to the public, to NASA, and to contractor flight and ground personnel. The term "engineering" signifies any of the professional technical design, manufacturing, and operational disciplines, including systems engineering and the various assurance engineering disciplines. The NESC serves the engineering, safety and mission assurance, and program/project communities as a value-added, independent resource.

5.11.2 OVERALL RESPONSIBILITIES. The NESC Director reports to the NASA Chief Engineer and performs the following activities:

5.11.2.1 Resolves high-risk technical issues by performing independent, in-depth technical assessments, testing, and analyses for NASA programs, projects, engineering and technical organizations, and Safety and Mission Assurance (SMA) organizations.

5.11.2.2 Proactively identifies potential technical issues by maintaining technical insight to major programs and performs independent data mining and trend analysis activities within single NASA programs and across multiple NASA programs.

5.11.2.3 Provides Agency-level stewardship for critical engineering disciplines and performs discipline-enhancing activities through the NASA Technical Fellows Program.

5.11.2.4 Transfers knowledge and lessons learned through various technical reports, communications, and the NESC Academy.

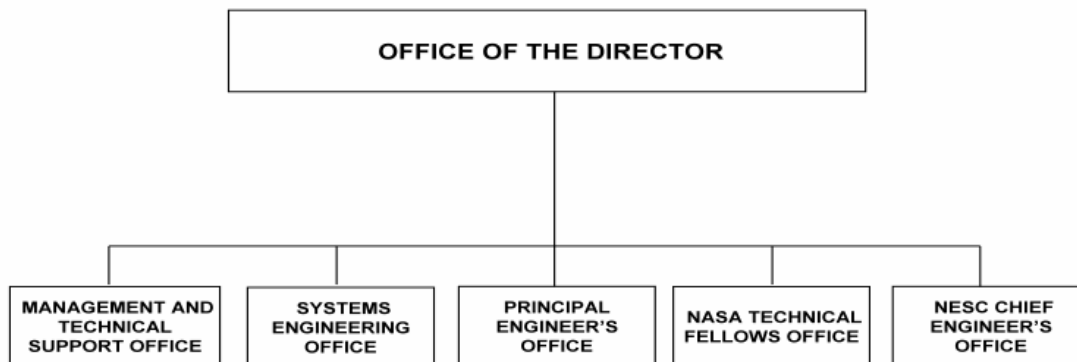
5.11.2.5 Provides independent systems engineering and analysis.

5.11.2.6 Leads and supports selected mishap investigations, as requested by the NASA Safety Center (NSC) and other organizations.

5.11.3 SPECIAL RELATIONSHIPS. The core NESC organization is comprised of senior engineering experts from across the Agency, whose capabilities are complemented through partnerships with additional experts within NASA, other government organizations, national laboratories, universities, and industry. NASA Centers provide technical personnel, resources, and facilities to support the NESC mission. The NESC partners with the NASA Safety Center (NSC) in conduct of selected technical assessments, mishap investigations, and other activities. The NSC provides SMA discipline expertise for NESC-led teams. The NESC provides engineering discipline expertise for NSC-led teams, as requested.

5.11.4 LINE OF SUCCESSION. Deputy Director, NASA Engineering and Safety Center; and Deputy Director for Safety, NASA Engineering and Safety Center.

NASA ENGINEERING AND SAFETY CENTER (NESC)



5.12 NASA Shared Services Center

5.12.1 MISSION. The NASA Shared Services Center (NSSC), located at Stennis Space Center, serves as a major Agency-wide service resource that provides timely, accurate, high-quality, cost-effective, and customer-focused services for NASA. The NSSC serves the information technology (IT), financial management, procurement, and human resources communities as a value added, independent resource. Increased operational efficiency and improved overall customer service are achieved through consolidated business and technical services. By achieving synergy within and across functions, the NSSC will reduce resource requirements for institutional support areas and position NASA for further business process improvements and innovations.

5.12.2 OVERALL RESPONSIBILITIES.

5.12.2.1 The NSSC Executive Director reports directly to the Associate Administrator for Institutions and Management and is responsible for the following:

5.12.2.2 Provides timely, accurate, high-quality, cost-effective, and customer-focused support for selected NASA businesses and technical services.

5.12.2.3 Provides a variety of transactional and administrative activities in four lines of business: Financial Management, Human Resources, Information Technology, and Procurement for NASA.

5.12.2.4 Provides effective and consistent services for all employees and vendors by standardizing business processes and integrating systems and technology.

5.12.2.5 Implements an organization that employs shared services leading practices in management and process development.

5.12.2.6 Promotes the Agency's strategic goals with the common purpose of achieving NASA's vision and mission by providing support Agency wide.

5.12.3 SPECIAL RELATIONSHIPS.

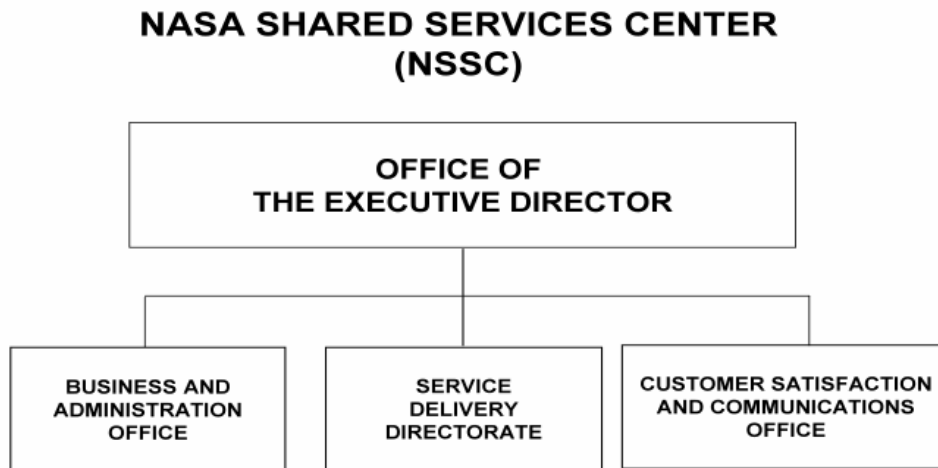
5.12.3.1 The Executive Director of the NASA Shared Services Center is a member of NASA's Operations Management Council.

5.12.3.2 NSSC shares an infrastructure alliance with the Stennis Space Center to minimize infrastructure duplication.

5.12.3.3 NSSC works in cooperation with the following officials to provide services at the NSSC:

- a. Chief Financial Officer to provide management of financial management services.
- b. Assistant Administrator for Human Capital Management to provide management of human resources services.
- c. Chief Information Officer to provide management of IT services.
- d. Assistant Administrator for Procurement to provide management of procurement services.

5.12.4 LINE OF SUCCESSION. In the following order: Deputy Director, NSSC; Director for Business and Administration Office, NSSC; and Director of Customer Satisfaction and Communications Office, NSSC.



5.13 NASA Safety Center

5.13.1 MISSION. The NASA Safety Center (NSC), a tenant organization located near and administratively supported by the Glenn Research Center, serves as an Agency-wide resource for strengthening Safety and Mission Assurance (SMA) capabilities and enabling more uniform and effective SMA support for the safe and successful execution of all NASA programs. The NSC promotes technical excellence through a balanced program for leadership development, education, training, communication, and information management in the SMA disciplines. The term "SMA" refers to the disciplines that include safety, reliability, maintainability, quality engineering, and quality assurance.

5.13.2 OVERALL RESPONSIBILITIES. The Director, NSC reports to the Chief, Safety and Mission Assurance and manages the NSC in the following activities:

5.13.2.1 Enhances knowledge and capabilities within the SMA community by developing a technical excellence program that fosters education, training, and leadership development within SMA and other engineering disciplines.

5.13.2.2 Provides SMA technical support to Agency managers while embracing the concept that SMA encompasses important engineering and operations disciplines that enable and enhance the effective execution of all NASA programs from concept through retirement or mission completion.

5.13.2.3 Manages the audit, review, and assessment process for evaluating and assuring conformance with Agency SMA requirements.

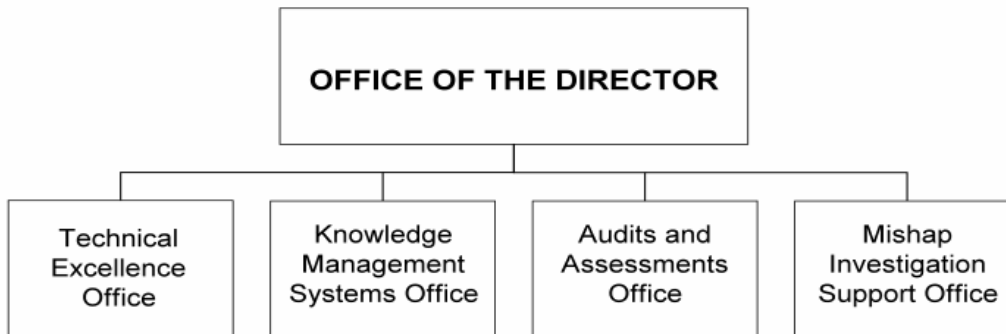
5.13.2.4 Facilitates the mishap investigation process and supports mishap investigation boards. Performs in-depth analysis, risk assessment, quality assurance, and trending of NASA's mishaps and provides timely and relevant information to the NASA community to ensure understanding and prevent recurrence as part of NASA's mishap prevention efforts. Manages mishap data and provides a centralized mishap information collection system for the Agency.

5.13.2.5 Captures and disseminates information of importance and usefulness to the SMA community. Maintains a repository and serves as a clearing house for essential data and information collected from the SMA community.

5.13.3 SPECIAL RELATIONSHIPS. NASA Centers provide technical personnel, resources, and facilities to support the NSC mission.

5.13.4 LINE OF SUCCESSION. Deputy Director, NASA Safety Center; Director, Technical Excellence, NASA Safety Center; and Director, Audits and Assessments, NASA Safety Center.

NASA Safety Center (NSC)



5.14 NASA Independent Verification & Validation Facility

5.14.1 MISSION. The NASA Independent Verification and Validation (IV&V) Facility serves as the Agency's sole agent for providing independent (technically, managerially, and financially independent) software validation and verification services to NASA projects. The IV&V Facility also manages leading-edge research that improves IV&V and software assurance methods, practices, and tools.

5.14.2 OVERALL RESPONSIBILITIES. The Director of the NASA IV&V Facility reports to the Chief, Safety and Mission Assurance at NASA Headquarters and manages the following technical activities:

5.14.2.1 Applies software engineering best practices to provide the Agency with an independent assessment of the software correctness and quality on safety and mission critical software.

5.14.2.2 Provides the early detection and identification of risk elements on safety critical and mission critical software throughout the System Development Life Cycle.

5.14.2.3 Improves safety, reliability, and quality of NASA projects' and missions' software through effective application of systems and software IV&V methods, practices, and techniques.

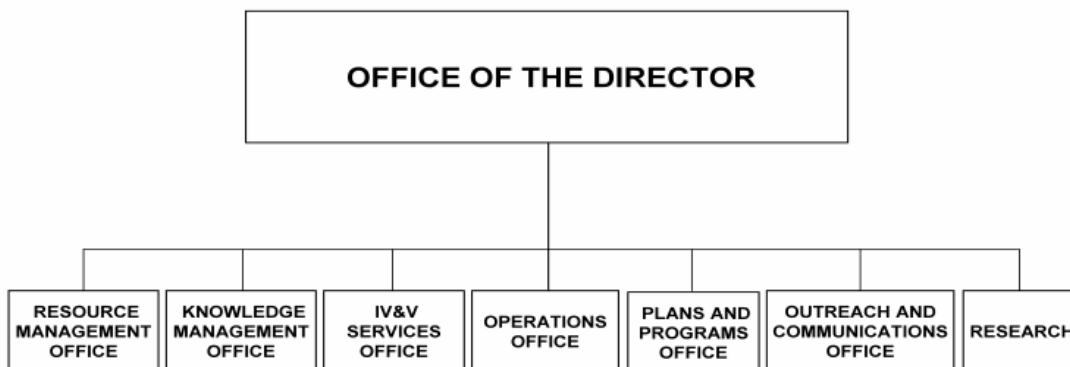
5.14.2.4 Provides observations and assessment results to support key decision points and major milestone reviews to the Chief, Safety and Mission Assurance and to NASA project/programs receiving IV&V services.

5.14.2.5 Manages the Agency's Software Assurance Research Program for and as directed by the Office of Safety and Mission Assurance.

5.14.3 SPECIAL RELATIONSHIPS. Goddard Space Flight Center in Greenbelt, Maryland, provides administrative and facility support in such areas as human capital management, contract management, and facility management, including security and training.

5.14.4 LINE OF SUCCESSION. Deputy Director, NASA IV&V Facility; Chief for Integration; Chief Engineer; Chief for Plans and Programs; and Chief for Knowledge Management.

NASA INDEPENDENT VERIFICATION AND VALIDATION (IV&V) FACILITY



Chapter 6: Charters for NASA Councils, Committees, Boards, and Panels

6.1 NASA Charters

6.1.1 Charters establish councils, committees, boards, and panels mandated by regulation, statute, the NASA Administrator, or Officials-in-Charge of Headquarters Offices. To the extent that a group is established by law, directive, or other authority, the charter cites specific authority. Council, committee, board, and panel chairs shall ensure meeting preparation, efficiency, and follow up on actions. Members are expected to attend and participate in scheduled meetings.

6.1.2 The charters for NASA's three governing councils will be the only charters maintained in this directive. All other Agency-level advisory charters required by regulation, statute, program control, or directed by the Administrator will be housed in the [NASA Online Directives Information System \(NODIS\) library](#).

6.1.3 A list of the Federal Advisory Committee Act (FACA) Committees will be maintained in this directive and the charters for these committees will be maintained by the NASA Advisory Committee Management Officer, Office of External Relations.

6.2 Federal Advisory Committee Act (FACA) Committees

In 1972, the Federal Advisory Committee Act (FACA) (5 U.S.C. App., as amended) was enacted by Congress. FACA sets strict Government-wide requirements for the establishment, operation, oversight, and termination of any group established by the Government for the purpose of providing advice to the Government and which includes any non-Government employees in its membership.

NASA currently has four Federal advisory committees. The charters for NASA's advisory committees are maintained and renewed in accordance with the procedures stipulated in FACA and in 41 CFR, Parts 101-6 and 102-3, the Federal Advisory Committee Management Final Rule.

FACA requires an Advisory Committee Management Officer (ACMO) at each agency to provide management oversight of its respective advisory committees, ensure agency compliance with FACA provisions, and administer the chartering process. Government-wide oversight of FACA committees is provided by the U.S. General Services Administration (GSA). Unless the renewal of a committee charter is justified under the FACA, the charter automatically expires after a two-year period (or as otherwise provided by law).

NASA's own policies and procedures for its Federal advisory committees are documented in NPD 1150.11, Federal Advisory Committee Act Committees, with the Office of External Relations serving as the responsible office. The four NASA-chartered Federal Advisory Committees are shown below, along with their GSA advisory committee numbers:

Committee	GSA No.	Responsible Office
Aerospace Safety Advisory Panel (ASAP)	136	Office of External Relations
NASA Advisory Council (NAC)	1071	Office of External Relations
International Space Station Advisory Committee	27808	Office of External Relations
National Space-Based Positioning Navigation and Timing (PNT) Advisory Board	29124	Office of External Relations

Agency FACA compliance, management oversight, and committee staff support are the responsibility of the Advisory Committee Management Division, Office of External Relations, NASA Headquarters.

6.3 Strategic Management Council

6.3.1 PURPOSE.

The Strategic Management Council (SMC) serves as the Agency's senior decision-making body for strategic direction and planning. The SMC determines NASA strategic direction and assesses Agency progress toward achieving NASA's Vision.

6.3.2 APPLICABILITY/SCOPE.

6.3.2.1 This charter applies to NASA Headquarters and NASA Centers, including Component Facilities.

6.3.2.2 The scope of the SMC encompasses all activities conducted by NASA. Governance by the council shall be used only in cases where decisions require high degrees of integration, visibility, and approval.

6.3.3 AUTHORITY.

42 U.S.C. 2473(c) (1), Section 203(c) (1) of The National Aeronautics and Space Act of 1958, as amended.

6.3.4 FUNCTIONS.

6.3.4.1 Specific SMC activities include:

- a. Setting NASA strategic direction, goals, architecture, and policies.
- b. Providing guidance for the formulation of the NASA Strategic Plan.
- c. Establishing the highest level metrics against which to measure Agency performance.
- d. Establishing mission and budget priorities.
- e. Approving Agency-level program requirements for all NASA programs.
- f. Approving major new initiatives.
- g. Serving as the senior leadership forum for making decisions on all strategic Agency-level issues.

6.3.4.2 The NASA Administrator serves as the chair and holds the ultimate decision-making authority for the SMC. The Office of Program Analysis and Evaluation (PA&E) provides functional support for the SMC and facilitates the assessment, analysis, and preparation for decision making of all matters considered by the SMC.

6.3.5 MEMBERSHIP.

6.3.5.1 The membership of the SMC shall include the following positions:

- a. Administrator (chair).
- b. Deputy Administrator (alternate chair).

- c. Associate Administrator.
- d. Chief of Staff.
- e. Associate Deputy Administrator.
- f. Chief, Safety and Mission Assurance.
- g. Associate Administrator for Program Analysis and Evaluation.
- h. Chief Engineer.
- i. Associate Administrators, Mission Directorates.
- j. Center Directors.
- k. Chief Financial Officer.
- l. Chief Information Officer.
- m. General Counsel.
- n. Chief, Health and Medical Officer.
- o. Assistant Administrator for External Relations.

6.3.5.2 The Administrator may appoint special members to the SMC.

6.3.5.3 The Associate Administrator for PA&E, subject to the approval of the Administrator, appoints an Executive Secretary to facilitate the activities of the SMC, coordinate meeting agendas, distribute minutes, and ensures that information required for SMC deliberations is distributed to the members on a timely basis.

6.3.6 MEETINGS.

The SMC meets once each month for regular sessions and as necessary for emergent, time-critical matters.

6.3.7 DURATION.

The SMC will remain in existence indefinitely.

6.3.8 RECORDS.

The Executive Secretary is responsible for the maintenance of all records associated with the SMC, including this charter.

6.4 Operations Management Council

6.4.1 PURPOSE.

The Operations Management Council (OMC) serves as NASA's senior decision-making body for institutional plans and implementation strategies. The council determines and assesses mission support requirements to enable the successful accomplishment of the Agency's Mission.

6.4.2 APPLICABILITY/SCOPE.

6.4.2.1 This charter applies to NASA Headquarters and NASA Centers, including Component Facilities.

6.4.2.2 The scope of the OMC encompasses all mission support activities conducted by NASA, including, but not limited to, human capital, infrastructure, financial, information services, acquisition, institutional safety, security, strategic communications, health and medical, and the development and management of all required business systems, processes, and tools. Governance by the council shall be used only in cases where decisions require a high degree of integration, visibility, and approval.

6.4.3 AUTHORITY.

42 U.S.C. 2473(c) (1), Section 203(c) (1) of The National Aeronautics and Space Act of 1958, as amended.

6.4.4 FUNCTIONS.

6.4.4.1 Specific OMC activities include:

- a. Setting mission support goals and objectives.
- b. Serving as the senior leadership forum for making decisions on institutional issues.
- c. Approving major new mission support initiatives, plans, and requirements.
- d. Providing leadership, guidance, and approval of mission support plans.
- e. Overseeing and approving institutional risk plans and mitigation strategies.
- f. Establishing institutional metrics to measure performance against mission support objectives.

- g. Reviewing progress on institutional initiatives, plans, and programs.
- h. Establishing institutional priorities and approving guidance for the formulation of corporate and institutional budgets.
- i. Overseeing Agency internal control, identifying deficiencies, reviewing corrective action plans, and evaluating progress against the plans.
- j. Providing prior review and concurrence on selected institutional issues with strategic implications before going forward to the Strategic Management Council to be briefed or for approval.
- k. Identifying and reviewing the status of Agency material weaknesses.

6.4.4.2 The NASA Deputy Administrator serves as the chair and holds the ultimate decision-making authority for the council. The Office of Program Analysis and Evaluation (PA&E) provides functional support to the council and facilitates the assessment, analysis, and preparation for decision making of all matters considered by the council.

6.4.5 MEMBERSHIP.

6.4.5.1 The membership of the OMC shall include the following positions:

- a. Deputy Administrator (chair).
- b. Chief of Staff (alternate chair).
- c. Associate Administrator.
- d. Associate Deputy Administrator.
- e. Assistant Associate Administrator.
- f. Chief, Safety and Mission Assurance.
- g. Associate Administrator for Program Analysis and Evaluation.
- h. Chief Engineer.
- i. Associate Administrators, Mission Directorates.
- j. Center Directors.
- k. Chief Financial Officer.
- l. Chief Information Officer.

- m. General Counsel.
- n. Chief Health and Medical Officer.
- o. Associate Administrator for Institutions and Management.
- p. Chief of Strategic Communications.
- q. Assistant Administrator for Infrastructure and Administration.
- r. Executive Director for NASA Shared Services Center.

6.4.5.1.1 Adjunct members, who attend meetings based on their need to participate in the discussion of a specific agenda item, include the following positions:

- a. Executive Officer to the Deputy Administrator.
- b. Program Specialist, Office of the Deputy Administrator.
- c. Comptroller.
- d. Director, Program and Institutional Integration.
- e. Director, Innovative Partnerships Program.
- f. Director, PA&E Strategic Investment Division.
- g. Assistant Administrator for Human Capital Management.
- h. Assistant Administrator for Procurement.
- i. Assistant Administrator for External Relations.
- j. Assistant Administrator for Diversity and Equal Opportunity.
- k. Executive Director, Headquarters Operations.
- l. Assistant Administrator for Office of Security and Program Protection

6.4.5.2 The Administrator may appoint special members to the council.

6.4.5.3 The Associate Administrator for PA&E, subject to the approval of the Deputy Administrator, appoints an Executive Secretary to facilitate the activities of the council, coordinate meeting agendas, distribute minutes and ensure that information required for council deliberations is distributed to the members on a timely basis.

6.4.6 MEETINGS.

The council meets as needed (typically once each month).

6.4.7 DURATION.

The council will remain in existence indefinitely.

6.4.8 RECORDS.

The Executive Secretary is responsible for the maintenance of all records associated with the council, including this charter.

6.5 Program Management Council

6.5.1 PURPOSE.

The Program Management Council (PMC) serves as the Agency's senior decision-making body to baseline and assess program/project performance and ensure successful achievement of NASA strategic goals.

6.5.2 APPLICABILITY/SCOPE.

6.5.2.1 This charter applies to NASA Headquarters and NASA Centers, including Component Facilities.

6.5.2.2 The scope of the PMC encompasses all programmatic activities and program-related institutional issues conducted by NASA. Governance by the PMC shall be used only in cases where decisions require high degrees of integration, visibility, and approval.

6.5.3 AUTHORITY.

42 U.S.C. 2473(c) (1), Section 203(c) (1) of The National Aeronautics and Space Act of 1958, as amended.

6.5.4 FUNCTIONS.

6.5.4.1 Specific PMC activities include:

a. Ensuring that NASA is meeting the commitments specified in the relevant management documents for program/project performance and mission assurance.

b. Ensuring implementation and compliance with NASA program and project management processes and requirements.

- c. Approving programs/projects entry into subsequent life-cycle phases.
- d. Reviewing programs routinely, including institutional ability to support program/project commitments.
- e. Approving Program Commitment Agreements.
- f. Reviewing special and out-of-cycle assessments.
- g. Approving the Mission Directorate strategic portfolio and its associated risk.

6.5.4.2 The Associate Administrator serves as the chair and holds the ultimate decision-making authority for the PMC. Program Analysis and Evaluation provides functional support for the PMC and facilitates the assessment, analysis, and preparation for decision making of all matters considered by the PMC.

6.5.5 MEMBERSHIP.

6.5.5.1 The membership of the PMC shall include the following positions:

- a. Associate Administrator (chair).
- b. Chief Engineer (alternate chair).
- c. Deputy Administrator.
- d. Chief of Staff
- e. Associate Deputy Administrator.
- f. Assistant Associate Administrator.
- g. Chief, Safety and Mission Assurance.
- h. Associate Administrator for Program Analysis and Evaluation.
- i. Director, Program and Institutional Integration.
- j. Associate Administrators, Mission Directorates.
- k. Center Directors.
- l. Chief Financial Officer.
- m. Chief Information Officer.
- n. General Counsel.

- o. Chief Health and Medical Officer.
- p. Associate Administrator for Institutions and Management.

6.5.5.1.1 Other Invited Attendees:

- a. Administrator.
- b. Assistant Administrator for Infrastructure and Administration.
- c. Assistant Administrator for Procurement.
- d. Assistant Administrator for Human Capital Management.
- e. Comptroller.
- f. Director, PA&E Strategic Investment Division.
- g. Director, PA&E Independent Program Assessment Division.
- h. Chief, Strategic Communications.

6.4.5.2 The Associate Administrator may appoint special members to the PMC.

6.5.5.3 The Associate Administrator for PA&E, subject to the approval of the Associate Administrator, appoints an Executive Secretary to facilitate the activities of the PMC, coordinate meeting agendas, distribute minutes, and ensure that information required for Council deliberations is distributed to the members on a timely basis.

6.5.6 MEETINGS.

The PMC meets once each month for regular sessions and as necessary for emergent, time-critical matters.

6.5.7 DURATION.

The PMC will remain in existence indefinitely.

6.5.8 RECORDS.

The Executive Secretary is responsible for the maintenance of all records associated with the PMC, including this charter.

Chapter 7: The Organizational Change Process

7.1 Changes to Mission Statements and Organizational Charts

Within the Mission Support Office of Institutions and Management, the Office of Human Capital Management is responsible for the administration of the NASA organizational change process.

7.1.1 Mission statements and organizational charts will be revised to reflect either of the following:

- a. Revision in the responsibilities of a Headquarters office or a Center.
- b. Establishment of or changes to existing internal or external relationships with organizations, especially those organizations that rely on NASA for service or support to accomplish their programs.

7.1.2 APPROVAL LEVELS REQUIRED FOR CHANGES TO MISSION STATEMENTS AND ORGANIZATIONAL STRUCTURES

7.1.2.1 The Deputy Administrator will approve changes to mission statements and organizational charts for the Office of the Administrator, the Office of the Inspector General, and the Mission Support Offices (except those offices reporting to the Associate Administrator).

7.1.2.2 The Associate Administrator will approve changes to mission statements and organization charts for the Office of Safety and Mission Assurance, the Office of the Chief Engineer, the Innovative Partnerships Program Office, the Office of Program Analysis and Evaluation, the Office of Program and Institutional Integration, the Mission Directorates, and the Centers.

7.1.2.3 Changes to mission statements and organizational charts for Technical and Service Support Centers will be approved by the Deputy Administrator or the Associate Administrator depending on the Center's reporting structure.

7.1.2.4 The Officials-in-Charge of Headquarters Offices (OIC) and Center Directors will approve their mission statements and organizational structures below the level shown on the organization charts identified in Chapters 4 and 5. The corresponding organizational charts will be maintained by the OIC or Center Director.

7.1.3 DOCUMENTATION NEEDED FOR HEADQUARTERS ORGANIZATIONAL CHANGES

- a. A memorandum from the proposing official to the respective approval authority as identified in 7.1.2, through the AA for Institutions and Management describing the rationale for the changes being submitted. When the proposed changes may affect bargaining-unit employees, appropriate union notification will also be described in the memorandum.
- b. A new or revised mission statement, including a narrative about the organization's mission, responsibilities, any special relationships, and line of succession. When changes to the mission statement also change the organizational structure (to include office name changes), an updated organizational chart will be submitted. If organizational changes do not affect the mission statement, a revised organization chart is all that needs to be submitted.
- c. A current on-board position analysis and a proposed position plan based on the approved total office ceiling which reflects the number of positions by supervisor, scientist and engineer, professional and administrative, and clerical and support categories, as well as the total number of SES positions. The plan should also reflect an analysis of any proposed staffing or SES increases or decreases. This analysis will also address the effect of the proposed changes on tracked metrics such

as the supervisor/employee ratio.

7.1.4 COORDINATION PROCESS FOR HEADQUARTERS OFFICES

- a. The Office of Headquarters Operations will review the proposed package for organizational structure and content. Upon concurrence, the package will be forwarded to the Office of Human Capital Management for processing.
- b. The Office of Human Capital Management (OHCM) will review the submittal, prepare the revised/redlined mission statement, prepare current and proposed organizational charts, attach a routing slip, and forward a copy to the Chief of Staff or Assistant Associate Administrator for prereview.
- c. During the prereview, the package can either be approved or it can be sent back to OHCM for further coordination.
- d. If approved, see g. below.
- e. If returned for further coordination, OHCM will prepare an action document summary and submit the package concurrently to the following offices for review/concurrence:
 - (1) The Office of Institutions and Management (mandatory reviews by: Offices of Diversity and Equal Opportunity, Internal Controls and Management Systems, and Human Capital Management).
 - (2) Office of the Chief Financial Officer.
 - (3) Office of the General Counsel.
 - (4) Office of the Inspector General.
 - (5) Office of Program and Institutional Integration.
 - (6) Other Headquarters offices impacted by the proposed change.
- f. Each reviewing official will concur or provide reasons for opposing the action. Nonconcurrences and comments will be referred to the submitting office for resolution. Remaining conflicts will be resolved by the approving authority.
- g. Upon completion of the final approval/signature, changes will be incorporated into the NASA Online Directives Information System (NODIS). Agency Directives Managers will receive e-mail notification of all changes.

7.1.5 DOCUMENTATION NEEDED FOR CENTER ORGANIZATIONAL CHANGES

- a. Prior to submitting any packages to Headquarters, the Centers shall work with their respective Human Resources Office to ensure the proposed reorganization conforms to standard human resources policy.
- b. A memorandum from the Center Director to the Associate Administrator, through the AA for Institutions and Management, describing the rationale for the changes being submitted.
- c. A new or revised mission statement which includes a narrative about the Centers mission, responsibilities, any special relationships, and line of succession. When changes to the mission statement also change the organizational structure (to include office name changes) an updated organizational chart will be submitted. If organizational changes do not affect the mission statement, a revised organizational chart is all that needs to be submitted.

7.1.6 COORDINATION PROCESS FOR CENTERS

- a. The Office of Human Capital Management (OHCM) will review the submittal, prepare the revised/redlined mission statement, prepare current and proposed organizational charts, attach a routing slip, and forward a copy to the Assistant Associate Administrator for prereview.
- b. During the pre-review, the package can either be approved or it can be sent back to OHCM for further coordination.
- c. If approved, see g. below.
- d. If returned for further coordination, OHCM will prepare an action document summary and submit the package concurrently to the following offices for review/concurrence:
 - (1) The Office of Institutions and Management (mandatory reviews by: Offices of Diversity and Equal Opportunity, Internal Controls and Management Systems, and Human Capital Management).
 - (2) Office of the Chief Financial Officer.
 - (3) Office of the General Counsel.
 - (4) Office of the Inspector General.
 - (5) Program and Institutional Integration Office.
 - (6) Other Headquarters offices impacted by the proposed change.
- e. Each reviewing official will concur or provide reasons for opposing the action. Nonconcurrences will be referred to the submitting office for resolution. Remaining conflicts will be resolved by the approving authority.
- f. Upon completion of the final approval/signature, changes will be incorporated into the NASA Online Directives Information System (NODIS). Agency Directives Managers will receive e-mail notification of all changes.

7.1.7 ACTION TO EXPEDITE PROCESSING. During the planning stage of any organizational change, originators are encouraged to discuss the proposed changes with all stakeholders prior to submission into the formal approval process. Early coordination will enable these offices and the originators to identify and resolve any issues, eliminating potential delays in the formal approval process.

7.1.8 ANNOUNCEMENTS AND OTHER POST-APPROVAL ACTIONS. Special care should be taken to avoid premature release of information prior to final approval. The organization undergoing change is responsible for preparing announcements and other post-approval actions. At Headquarters, this action will be cleared with the AA for Institutions and Management. Public statements and press releases on changes to NASA organizations will be issued by the Office of Strategic Communications, NASA Headquarters, after appropriate coordination with external entities.

7.2 NASA Charters

7.2.1 NASA CHARTERS: ESTABLISHED/REVISED TO REFLECT ANY OF THE FOLLOWING Establishment of a new charter as mandated by statute, Executive order, or the Administrator.

7.2.2 APPROVAL LEVEL FOR CHARTERS. The Administrator or designee will approve charters maintained in Chapter 6.

7.2.3 COMMUNICATIONS PROCESS FOR ESTABLISHING/CHANGING CHARTERS.

- a. The Office of Program Analysis and Evaluation is responsible to prepare revisions for any of the three governance charters and forward them to OHCM for processing.